جامعة العلوم والتقنية في الفجيرة
UNIVERSITY OF SCIENCE & TECHNOLOGY OF FUJAIRAH

Policies and Procedures Manual

2022-2023

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1 | Governance and Management Policies

Vision, Mission, and Core Values

USTF Vision

University of Science and Technology of Fujairah (USTF) aims to be a proactive university in creating and integrating cutting-edge learning, impactful research, and effective community engagement to serve the people of the UAE and beyond.

USTF Mission

University of Science and Technology of Fujairah (USTF) is a multicultural university offering a wide range of academic programs that satisfy the needs of students, alumni, labor market and the community. USTF formulates and implements a research strategy to strengthen its recognition and profile and to enhance research impact on society. USTF develops graduates with creative minds, high level of professional skills and social responsibility to contribute to the sustainable development of the UAE, the region, and the world.

USTF Core Values

- **Excellence**: USTF upholds the highest standards to achieve academic excellence in teaching, learning and research.
- **Integrity**: USTF demonstrates honesty, trustworthiness, reliability, transparency, and accountability in all interaction with individuals and groups.
- **Respect and Tolerance**: USTF practices equity and fairness by listening to understand and support shared governance, inclusion, and diversity.
- **Collaboration**: USTF is committed to reciprocal relationships developed through consultation to build strong ties with communities.
- **Innovation**: USTF supports creative activities and initiatives to find unconventional solutions for the greatest benefit of mankind.
- **Social Responsibility and Happiness**: USTF promotes community engagement, sustainability, and positivity to satisfy the needs and well-being of the community.

Institutional Goals and Objectives

USTF Goals

1. Promoting excellence of education in an inspiring environment of teaching and learning.
2. Performing high quality, applicable and impactful research, and intellectual contribution.
3. Recruiting qualified diverse students, enriching their experiences, and serving their various needs in a student-centered environment.
4. Building reciprocal relationships and long-lasting ties with external communities.
5. Achieving operational excellence in university services.

USTF institutional goals and objectives aligned the University mission statement have been developed. The following table shows the strong link between the objectives and the institutional goals of USTF.

Goals	Objectives
Goal 1: Promoting excellence of education in an inspiring environment of teaching and learning.	**1.1** Enhance the effectiveness and relevance of existing academic programs to meet national and international standards. **1.2** Promote up-to-date teaching methodologies across all disciplines in line with international best practice. **1.3** Develop new undergraduate and graduate programs that meet local, regional and global market needs. **1.4** Recruit, develop, empower and retain excellent faculty. **1.5** Undertake regular assessment of teaching and learning activities according to pre-specified standard benchmarking. **1.6** Design and implement career-oriented internship programs to develop students' professional and practical skills.
Goal 2: Performing high quality, applicable and impactful research and intellectual contribution.	**2.1** Align research activities with the UAE strategic objectives and address global problems and regional needs. **2.2** Encourage and support high quality research through internal and external research grants. **2.3** Increase the number of publications in peer-reviewed, prominent journals. **2.4** Recognize and reward faculty and students for their research and intellectual contributions. **2.5** Promote creativity in research, projects and participation in institutional, local, regional and global competitions.
Goal 3: Recruiting qualified diverse students, enriching their experiences and serving their various needs in a student-centered environment	**3.1** Attract a blend of local, regional and international students. **3.2** Provide a university experience centered on student development and success. **3.3** Enhance the diversity of co-curricular activities and participation of students in a full and rich student life program. **3.4** Enhance students' exposure to the international experience. **3.5** Maintain and further develop leading role of students in voluntary community service activities.
Goal 4: Building reciprocal relationships and long-lasting ties with external communities.	**4.1** Develop and implement strategies for increased collaboration with industry in academic as well as co-curricular activities. **4.2** Join forces with the public and private sectors in Fujairah to strengthen the positioning of USTF as a destination for learning. **4.3** Seek external funds and resources required to satisfy the needs and expectations of the external communities. **4.4** Play an active role in various leading local and regional initiatives.
Goal (5): Achieving excellence in infrastructure and services to maximize the operational efficiency.	**5.1** Provide infrastructure and technologies that effectively contribute to the mission of USTF. **5.2** Promote sustainable solutions and effective management of USTF resources in all areas. **5.3** Enhance the quality of University services.

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	USTF Strategic Plan First Implementation	Chancellor	CFAA	BOT

USTF Organization Chart

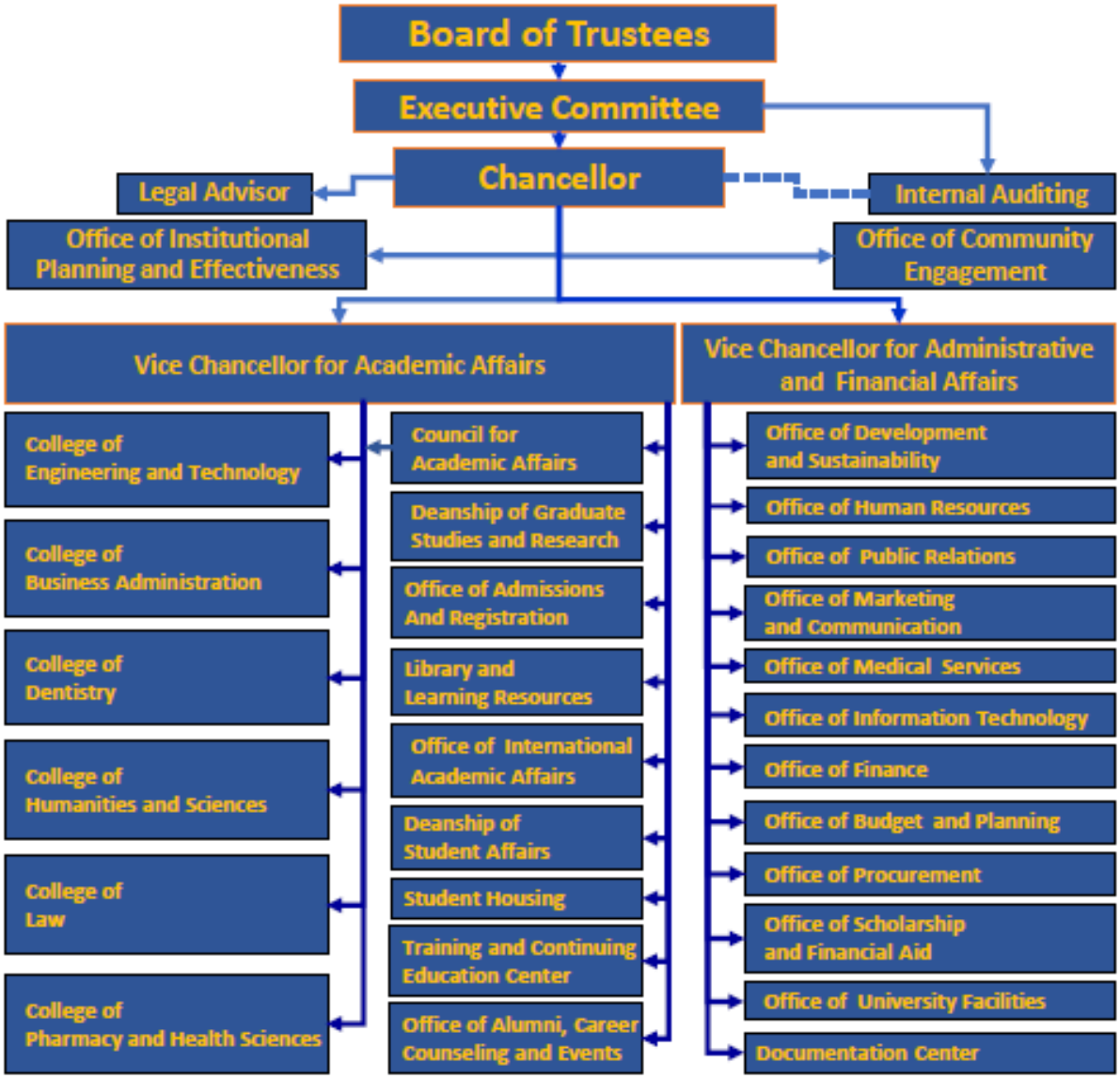

Figure 1: Organization Chart of University of Science and Technology of Fujairah (USTF)

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Organization Structure First Implementation	VCAA + VAAFA	Chancellor	BOT
V 2.0	13/09/2020	Restructure of USTF Academic entities	VCAA + VAAFA	Chancellor	BOT

Standing Committees

Policy Name	Standing Committees		
Policy Owner	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Reviewed	Annually
Approved By	Chancellor	Approved Date	

Strategic Planning Committee

Strategic Planning Committee (SPC) Follow up the Strategic Plan Implementation plan, according to actions, key performance indicators (KPIs), duration, and person(s) in charge, and prepare annual achievement report and an annual improvement action plan.

a. Terms of Reference

- Conducting a SWOT analysis of the university's strengths, weaknesses, opportunities, and threats, in addition to risk assessment.
- Reviewing the vision, mission, strategic goals, and objectives of the University based on the results of the SWOT analysis of the University, its strategic and competitive position, and current and future challenges, with the participation of all stakeholders inside and outside the University.
- Developing the university's strategic plan through the participation and discussion with of all stakeholders inside and outside the University to achieve the university's vision, mission, goals, and strategic objectives, and approval of the results.
- Developing an implementation plan to achieve the strategic plan of the University.
- Developing the time plan for achievement of the implementation plan of the strategic plan
- Follow up the executive for the implementation plan of the strategic plan and prepare an annual report showing what has been implemented and improvement action plans for what has not been implemented.

a. Membership

- Chancellor (Chair);
- Vice Chancellor for Academic Affairs (VCAA);
- Vice Chancellor for Administrative and Financial Affairs (VCAFA);
- College Deans;
- Financial Controller;
- Supervisor, Office of Human Resources;
- Supervisor, Office of Institutional Planning and Effectiveness;
- President, Male Student Council;
- President; Female Student Council; and

- Secretary (Rapporteur).

Council for Academic Affairs

The Council for Academic Affairs (CfAA) oversees the development and implementation of the University's education strategy and is responsible for driving the development of the University's academic portfolio and associated academic policies.

b. Terms of Reference

- Lead the strategic academic development of the University's portfolio and ensure that associated academic policies are implemented consistently and effectively;
- Explore opportunities and initiate the development of academic programs;
- Advise on any matter related to academic affairs;
- Monitor and report annually on the implementation of the academic plan; and
- Review, revise and develop, as necessary, university-wide academic regulations, including but not limited to, the Academic Schedule, Admissions and Registration, Programs of Study, Examinations and Academic Integrity.

c. Membership

- Vice Chancellor for Academic Affairs (Chair);
- College Deans (Members);
- Dean of Office of Admissions and Registration (Member);
- Dean of Student Affairs (Member);
- Dean of Graduate Studies and Research (Member); and
- Secretary (Rapporteur).

Curricula and Study Plans Committee

The Curricula and Study Plans Committee (CSPC) is mandated to ensure that curriculum development and review are consistent with the approved processes and are undertaken in full compliance with the educational policies of the University.

b. Terms of Reference

- Receive and review curriculum guidelines that have been approved by the deans;
- Supervise the curricula of all majors offered by USTF Colleges to keep abreast with innovations in different disciplines and to ensure quality;
- Ensure that content of degree programs complies with the policy and goals of the University;
- Develop, with the parties concerned, delivery systems and assessment instruments that measure programs' effectiveness;
- Approve faculty-authored books and educational materials;
- Ensure that all degree programs offered by the University meet the accreditation and re-accreditation requirements; and

- Represent an academic and intellectual platform for exchanging ideas, enriching experiences, and improving practices.

c. Membership

- Senior faculty member appointed by the VCAA (Chair);
- Faculty Representatives from all USTF Colleges (Members); and
- Secretary (Rapporteur).

Institutional Effectiveness Committee

The Institutional Effectiveness Committee (IEC) is headed by the Chancellor and membership of OIPE Director, and it has two co-chairs; the vice chancellor for academic affairs who is responsible for academic units and the vice chancellor for admirative and financial affairs who is responsible for non-academic units. The OIPE is the central player member in this committee. The IEC has a mandate to ensure institutional effectiveness and continuous quality improvement in all academic and non-academic areas, in accordance with local and international accreditation standards. The IEC members act as Institutional Effectiveness (IE) Coordinators in their respective colleges/units and shall provide support and guidance to all assessment and continuous improvement committees operating in the college/unit.

a. Terms of Reference

- Support the University's commitment to continuous improvement by establishing and implementing assessment means as an ongoing and integral part of USTF culture with clear emphasis on quality in its programs and services;
- Foster a culture of evidence-based decision-making and continuous improvement using assessment results for closing the loop;
- Work with deans, heads of departments, directors, and managers to develop systematic planning and evaluation processes;
- Assist and guide to all academic and non-academic units in the University with their assessment processes.
- Ensure that learning and programs outcomes (for academic units) and goals (for non-academic units) are aligned with the University’s mission, vision, and strategic goals;
- Stimulate and guide the enhancement of USTF assessment infrastructure and processes; and
- Work with the senior administration and the Office of Budget and Planning to ensure efficient allocation of resources for implementing plans as per assessment findings.

b. Membership

- Director, Office of Institutional Planning and Effectiveness (Chair);
- Dean of Student Affairs (Member);
- Faculty Representatives from all USTF Colleges (Members);

- Representative from Office of Budget and Planning (Member);
- Representative from Office of Institutional Planning and Effectiveness (Member); and
- Secretary (Rapporteur).

Council for Graduate Studies and Research

The Council for Graduate Studies and Research (CGSR) has been established under the Deanship of Graduate Studies and Research (DGSR) with the mandate of developing and recommending policies and procedures for significantly enhancing the quality, relevance, volume, and impact of research carried out at USTF and for enhancing the effectiveness of existing graduate programs and development of new graduate programs. It shall take all necessary steps to promote research and graduate studies at USTF.

a. Terms of Reference

- Review and make recommendations in matters related to promoting excellence in graduate studies, research, and scholarly work;
- Ensure consistency and compliance of all graduate programs with relevant policies;
- Encouraging publication in peer-reviewed high-quality journals;
- Foster research environment by encouraging multidisciplinary research, and overseeing operation of college research committees and promoting research culture at all levels;
- Define research targets and extend support to achieve these targets, in collaboration with colleges and departments;
- Enhance the quality and relevance of existing graduate programs;
- Encourage initiation of new graduate programs reflecting global trends and catering to local and regional market needs;
- Develop and implement an effective internal funding mechanism to provide research grants to faculty in all colleges;
- Provide opportunities to faculty and graduate students to obtain external research grants and nurture partnerships with organizations and businesses;
- Assist colleges in recruiting outstanding graduate students through graduate scholarships and awards from internal as well as external sources;
- Enhance the research culture at USTF by organizing the Annual Research Day and other activities including research awards for outstanding faculty and students;
- Assist colleges in organizing national and international scientific conferences;
- Assist and oversee the operation of College Research Committees (CRC) in all colleges to promote and encourage multi-disciplinary research activities between colleges; and
- Cooperate with colleges in developing joint graduate programs with international academic institutions.

b. Membership

- Dean of Graduate Studies and Research (Chair);

- Heads of Colleges Research Committees (Members); and
- Secretary (Rapporteur).

Planning and Budgeting Committee

The Planning and Budgeting Committee (PBC) is responsible for the review of all policies and budgets, including but not limited to the operating budget, the capital budget, strategic plans and prioritization processes. The Committee shall make recommendations to the Vice Chancellor for Financial and Administrative Affairs (VCAFA) regarding the development, implementation, and monitoring of these budgets, plans and prioritization processes with academic policy, as well as their alignment with the goals of the University.

a. Terms of Reference

- Allocate the University budget in accordance with the strategic objectives and prioritization processes;
- Allocate financial resources required for development and revision of policies supporting long-term academic planning;
- Identify the University's academic and fiscal priorities;
- Assist in the preparation of the University Budget through consultation with Deans and Managers, and by reviewing budgetary issues with them;
- Design and implement viable mechanisms for budget management and monitoring;
- Submit recommendations to the VCAFA prior to finalizing the annual budget; and
- Introduce any proposed changes to the budget and the budget system.

b. Membership

- Senior faculty member appointed by the VCAFA (Chair);
- Manager, Office of Finance (Member);
- Budget Supervisor, Office of Finance (Member); and
- Rapporteur, Office of Finance.

Faculty Promotion Committee

The main task of the Faulty Promotion Committee (FPC) is to reward those who demonstrate exemplary performance and contribute with outstanding achievements in research and scholarly activities, in addition to their teaching and service duties. USTF recognizes the right of deserving faculty members to be promoted to higher rank in accordance with its promotion policy and encourages them to seek promotion as soon as they have met the conditions to apply for promotion to a higher rank.

a. Terms of Reference

- Review the promotion procedures and assure that the promotion is granted on the ground of eligibility and competence.

- Ensure that the promotion process is supported by excellent track of teaching, research and service to the University and community.
- Assure transparency, objectivity, and impartiality in issuing recommendations regarding promotions.
- Submit observations and recommendations to the Vice Chancellor for Academic Affairs, who is ultimately responsible of approving or rejecting the promotion applications.
- Maintain and update the faculty promotion policy as directed by the Vice Chancellor for Academic Affairs.
- Perform any other duties assigned by the Vice Chancellor for Academic Affairs.

b. Membership

- Dean, Graduate Studies, and Research (Chair);
- Faculty Representatives from all USTF Colleges (Members); and
- Secretary (Rapporteur).

Grievance and Appeal Committee

The main task of the Grievance and Appeal Committee (GAC) is to determine, if the grievant or appellant has been substantially harmed as a result of the filed grievance or appeal, and if so, what relief should be given to the grievant or appellant. The University Chancellor appoints members of the GAC and its Chairperson. The GAC shall decide of whether a violation of regulation, policy, or procedure has occurred. If it is determined that there was a violation, the GAC shall consider factors such as whether the violation was intentional or unintentional and if it was due to some negligence or misunderstanding of rules and regulations.

a. Terms of Reference

- Provide relevant information to the grievant or appellant for filing a grievance or an appeal form and Receive the written grievance or appeal.
- Arrange the GAC meetings and schedule the hearings, ensure the hearings are conducted in accordance with the specified procedure and all records are maintained.
- Review the grievance or appeal and ensure that it is complete with all required information and documents.
- Decide if the grievance or appeal does in fact need processing by the GAC.
- Hear the evidence presented by the grievant or appellant as well as arguments presented by the defendant(s) and questioning both sides with the aim of finding exactly what happened. This shall also cover the witnesses from both sides and their cross-examination.
- Reach a decision based on presented evidences, discussions, and cross-examinations and make appropriate recommendations.
- Make sure that confidentiality is strictly maintained.
- Submit the findings of GAC and its recommendations to the University Chancellor.

- Inform the concerned parties about the final decision taken by the University Chancellor.
- In case the Chairperson or any other member of the GAC is him/herself the grievant, appellant or defendant, he/she must quit the Committee. The University Chancellor will appoint a replacement for that member. The same will apply to a member who is on leave or absent during the hearing process.

b. Membership

- Senior faculty member appointed by the Chancellor (Chair);
- Faculty Representatives from all USTF Colleges (Members); and
- Secretary (Rapporteur).

Research Ethics Committee

A Research Ethics Committee (REC) will be formed under the Deanship of Graduate Studies and Research (DGSR) to ensure that research work involving human or animal objects follows specified guidelines. The guidelines and procedures developed by the REC will in accordance with all applicable national and international standards. The DGSR appoints the Head of REC after the approval of the Vice Chancellor for Academic Affairs (VCAA). All research work conducted at USTF that requires ethical approval for research activities must obtain an approval letter from the REC before initiating research. This requirement is applicable to both funded and non-funded research projects.

a. Terms of Reference

- Develop and provide guidelines and forms needed for ethical approval of research proposals submitted by USTF faculty that contain animal and/or human subjects or involve systematic data collection from human subjects using established research methodologies;
- Ensure research integrity by identifying potential concerns at an early stage;
- Promote awareness and understanding of ethical issues and good conduct in research;
- Review all applications in need of ethical approval and issues approval letters to the applicants that satisfy the research ethics criteria of the REC; and
- Prepare an annual report at the end of each academic year for submission to the DGSR. The report includes the number of applications received, their classifications and final decisions.

b. Membership

- Senior faculty member appointed by the DGSR after approval of the VCAA (Chair);
- Faculty Representatives from all USTF Colleges (Members); and
- Secretary (Rapporteur).

Health and Safety Committee

University of Science and Technology of Fujairah (USTF) has established the Health and Safety Committee (HSC) as a university operational committee with the authority to oversee university compliance with the health and safety policies and procedures. The HSC was set up in accordance with university guidelines to maintain appropriate standards of safety throughout the University. The HSC takes direction from and reports back to the vice chancellor for administrative and financial affairs (VCAFA) on a regular basis. Minutes from its meetings are circulated to all committee members and are available for inspection by any interested parties.

a. Terms of Reference

- Monitor the effectiveness of Health, Safety and Welfare arrangements in the University and make recommendations to the VCAFA and to other Committees as appropriate.
- Consider, and act as appropriate on reports from Colleges, Departments, units, and Health and Safety Officer (HSO).
- Review health and safety processes and procedures, including appropriate risk management measures, to ensure that they comply with relevant legislation and meet current university requirements.
- Monitor the adequacy of health and safety training across the Colleges, Departments and Units.
- Monitor Health and Safety communication within and outside the university.
- Consider reports from external authorizing bodies and act as appropriate.
- Set up and monitor working parties as appropriate to address specific issues.
- Consider and approve amendments to the USTF Health and Safety manual.

b. Membership

- Senior faculty member appointed by the Chancellor (Chair);
- Faculty Representatives from USTF's health-related colleges (Members);
- Health and Safety (HSO) Officer;
- USTF Services supervisor; and
- Secretary (Rapporteur).

Risk Management Committee

Risk management, according to the 2019 CAA Standards, ensures that the results of institutional research and risk management are used to guide planning, budgeting, and resource allocation. At USTF, Risk Management Committee (RMC) assesses the severity of specific risks, and identifies strategies to monitor, avoid, or reduce their negative impacts.

a. Terms of Reference

- Develop comprehensive and specific risk plans and policies for the type and level of risks accepted for all university activities and their approval by USTF's Chancellor.
- Review and develop risk plans and policies periodically in light of surrounding risk levels on the local, regional levels, in accordance with the frameworks and requirements of the Ministry of Education in the UAE.

- Executing risk strategies, plans, and policies, including but not limited to the following:
  - Preparing a suitable structure and risk register for the university's activities and it's approved by the university Chancellor.
  - Establishing, applying, and developing appropriate policies and procedures to manage the risks affecting the university in a manner consistent with strategies, policies, and type of risks.
  - Collecting integrated information from USTF's colleges and offices of the university to ensure full awareness of risks on the university level.
  - Carry out a periodic assessment of the risk register and submit reports of the risk registers to the university management.

c. Membership

- Vice Chancellor for Administrative and Financial Affairs (Chair);
- Faculty Representatives from all USTF's colleges (Members);
- Representative of the Deanship for Student Affairs (Member);
- Financial Controller (Member);
- Financial Auditor (Member);
- Supervisor of the Office of IT (Member);
- Occupational Health and Safety Officer (EHSO); and
- Secretary (Rapporteur).

Community Engagement Committee

The Community Engagement Committee sets forward strategic plans, recommendations, and executive programs to promote the University in the community, by developing and organizing various activities inside and outside the university campus. The on-campus community events designed to enhance engagement with the community.

a. Terms of Reference

- Developing and reviewing the university's community participation goals in accordance with the university's strategic plan.
- Developing and reviewing university policies, procedures, and practices related to community engagement activities.
- Providing opportunities for faculty members, students, and all university members to play their role in promoting shared activities with the community.
- Training leadership cadres to present student initiatives for community engagement in national and international events.
- Building sustainable partnerships with the community departments and institutions.
- Developing, identify plans, and providing the necessary resources to create and develop community engagement programs.

- Coordinating with colleges and administrative offices and service units at the University to facilitate the participation of university's employees in community engagement programs.
- Carrying out any other tasks related to the work of the committee assigned by the Chancellor.

b. Membership

- Senior faculty member appointed by USTF's Chancellor (Chair);
- Faculty members representing all USTF Colleges;
- Representatives of the Deanship of Student Affairs;
- eMarketing Representative; and
- Secretary (Rapporteur).

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	11/06/2019	Approval of USTF's Standing Committees	VCAA and VCAFA	Chancellor	BOT
V 2.0	08/02/2021	Health and Safety Committee was added	VCAA and VCAFA	Chancellor	BOT
V.3.0	06/02/2023	Strategic Planning Committee was added	VCAA and VCAFA	EC	BOT

USTF BOT Bylaws

Background

The Board of Trustees is the supreme governing body of University of Science and Technology of Fujairah (USTF) and has full authority over the entire institution and its administrative and financial affairs. Each member is entitled to vote on matters discussed by the Board or the affiliate Executive Committee (EC).

The Board approves the policies which define the scope of academic, administrative, and financial projects offered by the University as well as the regulations governing them. The university academic units will be charged with planning and developing study programs.

The Board will have full authority to define and oversee all the activities bearing the name of USTF, handle direct administrative issues only through the Chairman and authenticates the guidelines governing the annual operating budget prepared by the University.

The board will assure the harmony of the university vision, mission, and activities with Ministry of Education policies for higher education and the interests of Fujairah Emirate.

Article 1. Definitions

The following terms shall have the meanings hereby assigned to them, unless the context indicates otherwise.

Term	Meaning
UAE	United Arab Emirates
Emirate	Fujairah Emirate
Ruler	His Highness Ruler of Fujairah Emirate
Crown Prince	His Highness Crown Prince of Fujairah Emirate
MoE	Ministry of Education
CAA	Commission for Academic Accreditation of the MoE
USTF or University	University of Science and Technology of Fujairah (USTF)
Board	Board of Trustees of the University
EC or Executive Committee	Executive Committee is USTF standing committee of the Board of Trustees
Chancellor	Chancellor of the University
VCAA	Vice Chancellor for Academic Affairs
VCAFA	Vice Chancellor for Administrative and Financial Affairs
Dean	Dean of College
Program	Academic Program

Article 2. Composition of the Board

According to the 2019 CAA's Standards, the Governing Body (Board of Trustees) consists of at least five members, excluding ex officio members, duly appointed, or elected in accordance with the institution's policies and procedures. USTF's Board of Trustees was appointed by His Highness Sheikh Hamad bin Mohammed Al Sharqi, Member of the Supreme

Council, Ruler of Fujairah, on September 5th, 2018, according to the Amiri Decree Number (10). The Board was formed under the Chairmanship of His Highness Sheikh Mohmmed bin Hamad Al Sharqi, Crowm Prince of Fujairah, together with a Vice Chairman, and other 5 (five) members. In 2020, the position of His Excellency Ali Mubarak bin Abbad, BoT member and former General Manager of Fujairah Charity Association, became vacant, and his position was taken by His Excellency Yousuf Rashed Almarshoodi, new General Manager of Fujairah Charity Association, according to the Amiri Decree Number (01) for the year 2020, for His Highness Sheikh Hamad bin Mohammed Al Sharqi, Member of the Supreme Council Ruler of Fujairah. By the end of USTF's Board first round (3 years) in 2022, the membership of USTF's BoT was renewed, maintaining the same Board structure and membership, by the Amiri Decree Number (02) for the year 2022, for His Highness Sheikh Hamad bin Mohammed Al Sharqi, Member of the Supreme Council Ruler of Fujairah.

Article 3. Board Members

To support the strategic leadership of USTF, the nominated Board members are professional leaders, experienced academicians, and well-reputed public figures who are distinguished in their fields of activity.

Article 4. Membership Duration

Board membership duration shall be three (3) years from the date of appointment and shall be renewed automatically for a similar period unless a decision to the contrary is issued.

Article 5. Duties of the Board

The Board shall ensure compliance and implementation of the academic and educational policies which are compatible with the UAE policies for higher education. It is also responsible for providing guidance at the strategy and policy levels. The trustees work closely with the senior administration to ensure the sustainability of the University. The Board shall be responsible for the following:

5.1 Securing the necessary financial resources to support the vision, mission, and strategic goals of the University.

5.2 Establishing centers for continuing education that are administratively and financially linked to the University, and their proceeds are included in the general income of the University. This process contributes to securing the financial resources necessary to support the University.

5.3 Approving amendment of the university mission and vision statements when deemed necessary in compliance and compatibility with the UAE policies for higher education.

5.4 Approving the academic programs' curricula, study and training programs, study and training plans, and determining their duration.

5.5 Appointing and assessing the university Chancellor.

5.6 Appointing the secretary of the Board.

5.7 Approving the university Strategic Plan, and following up its implementation.

5.8 Approving the general regulations, rules and policies, in line with the university mission in coordination with the competent authorities, and preparation for their issuance by the Chairman of the Board.

5.9 Ensuring the quality of university services in coordination with the university Chancellor, and in consultation with national and international experts.

5.10 Approving the list of the university graduates in each semester, awarding accredited degrees and certificates in accordance with the applicable regulations, approving admission policies, study plans, training programs, examination policies, and graduation requirements.

5.11 Assisting in raising funds to support the University.

5.12 Evaluating the progress of the University.

5.13 Ratifying the cooperation agreements concluded by the University with other universities, organizations, institutions, and any other entities operating inside and outside the UAE.

5.14 Ratifying decisions regarding the establishment of new colleges, academic departments, branches, or offices to represent the University in the UAE and abroad.

5.15 Reviewing and deciding on the periodic reports submitted by the university Chancellor or requested by the Board regarding the university performance, evaluation, programs, activities, and services.

5.16 Approving the proposed annual budget and final account of the University.

5.17 Approving policies and procedures governing the Board's Executive Committee.

5.18 Any additional issues deemed necessary for the Board's interest.

Article 6. Appointment of the External Auditor

The Board of Trustees appoints one or more accredited external auditor(s) to review and audit all the accounts of the University, and submits an annual report on the auditing results to the Board of Trustees.

Article 7. Responsibilities of the Board Chair

The Chair of the Board shall undertake the following:

7.1 Representing the Board before other parties.

7.2 Issuing an administrative decision establishing the Executive Committee (EC) of USTF Board, and nominating its chairman and members from Board trustees.

7.3 Setting the agenda of the meetings of the Board in accordance with the Board's requirements and priorities.

7.4 Inviting trustees to attend the regular and special meetings of the Board in accordance with the Board's requirements and priorities.

7.5 Chairing the meetings of the Board.

7.6 Any additional issues deemed necessary.

Article 8. Executive Committee (EC)

The Board shall form a standing committee called the Executive Committee (EC) of three board members. Without in any way encroaching on the rights, roles, and responsibilities of the Board, or interfering in the day-to-day decisions of the University, the Executive Committee shall undertake the following tasks:

8.1 Assisting and guiding the progress of the University;
8.2 Consolidating USTF relations with public and private institutions in Fujairah Emirate;
8.3 Supporting collaboration with local, national, and international institutions, in line with USTF vision and mission;
8.4 Reviewing the university's strategic risk profile; and
8.5 Any additional issues deemed necessary for the university's interest.

USTF Executive Committee shall meet once a month, during the months that the USTF Board of Trustees does not meet, or between regular meetings of the Board. Special meetings may be called by the Committee Chairman.

Article 9. The Secretary of the Board

The Secretary of the Board shall undertake the following:

9.1 Assisting the Chair of the Board in following up the decisions and instructions issued by the Board; and ensuring their implementation in conformity with these Bylaws.
9.2 Preparing the agenda of the meetings of the Board of Trustees according to the instructions of the Chair.
9.3 Preparing invitations for the meetings of the Board of Trustees according to the instructions of the Chair.
9.4 Drafting the minutes of the Board's meetings and sending copies to all Board's members.
9.5 Informing the Board of any suggestions relating to the development and amendment of the rules and regulations of the Board and the University.
9.6 Following up implementation of the Board's decisions.
9.7 Documenting and archiving work of the Board.
9.8 Any additional issues assigned by the Chair of the Board.

Article 10. Meetings of the Board

10.1 **Regular meetings:** The Board shall hold not less than one regular meeting per academic semester. The meeting shall be convened on invitation from the Chair. The invitation and agenda of the meeting shall be sent to the Trustees at least 14 days in advance.

10.2 **Special meetings:** Special meetings of the Board may be held at the call of the Board Chair. The Board Secretary shall send a written notice of such special meetings to all trustees, along with a statement of the purpose of the meeting, at least 10 days in advance.

10.3 **Online attendance:** A Trustee may attend the Board's meetings online via available technologies. Such attendance shall be deemed valid and equivalent to a normal attendance.

10.4 **The agenda:** The Board Secretary shall prepare the agenda of the Board's meetings, in coordination with the Chair. The agenda shall be adopted at the beginning of each meeting by approval of the majority of attendees. In case of parity, the vote of the Chair shall prevail. Proposals for additional items to the Board's agends may be submitted by any trustee to the Board Secretary at least one week before the meeting of the Board.

10.5 **Minutes of meetings:** Each meeting of the Board shall be minuted. The minutes shall include the names of attending members, a summary of discussions and the decisions and recommendations taken. The minutes of meeting shall be signed by the meeting's Chair and the Board Secretary. A final signed copy shall be sent to each Trustee.

10.6 **Quorum:** A quorum for the conduct of a meeting by the full Board shall consist of at least half the Trustees along with the Chair attending. In the event a quorum is not established, the meeting shall be postponed by 15 days and the quorum for the following meeting shall be established with one third of Trustees along with an attending Chair.

Article 11. Decisions of the Board

11.1 The Board's decisions shall be taken by simple majority of attendees. In case of parity, the vote of the Chair shall prevail.

11.2 The decisions of the Board may be issued by indirect approval, under the condition of sending the decision proposals to the trustees. The proposals shall be deemed valid when adopted by the majority within thirty days from the date of sending them, taking into account the determinants of Paragraph (11.1) of Article (11) of these Bylaws.

Article 12. Vacancy, Nomination and Removal of Board Members

12.1 The Vice Chair of the Board shall perform the duties of the Chair in the event of the Chair's absence.

12.2 In case of absence of the Chair and the Vice Chair of the Board, His Highness Sheikh Hamad bin Mohammed Al Sharqi, Member of the Supreme Council, Ruler of Fujairah, shall nominate by an Emiri Decree, a new Board for University of Science and Technology of Fujairah (USTF).

12.3 In case a trustee seat is vacant, the Chair may propose a new trustee candidate who shall be appointed by a decision of His Highness Sheikh Hamad bin Mohammed Al Sharqi, Member of the Supreme Council, Ruler of Fujairah.

12.4 A trustee may be removed from the Board by a decision of two-thirds of the Broad members upon a proposal of the Chair.

Related Policies

- Board of Trustees Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	BOT Bylaws First Implementation	Chancellor	Executive Committee	BOT
V 2.0	08/02/2021	Update of BOT Bylaws	Chancellor	Executive Committee	BOT
V 3.0	06/02/2023	Update of BOT Bylaws	Chancellor	Executive Committee	BOT

Planning Policy

Policy Name	Planning Policy		
Policy Owner	Office of Institutional Planning and Effectiveness	Reviewed	Annually
Approved By	Chancellor	Approval Date	

This policy describes the systems and responsibilities for establishing the strategic direction and planning processes at University of Science and Technology of Fujairah (USTF) that will support the accomplishment of institutional goals and achieving its mission.

Policy Statement

USTF's mission, vision and strategic plan are approved by the board of trustees (BOT). After the completion of four years of the existing strategic plan, a thorough review process is initiated for preparation of the next strategic plan. For reviewing the mission, vision, and strategic plan, the chancellor shall form an ad-hoc committee to assist in leading the review. The committee shall receive and review the chancellor's guidelines and prepare a draft based on extensive meetings and focus groups with all stakeholders of the University including alumni, employers, partners, parents, faculty, staff, and students. Once the draft is finalized and approved by the chancellor, it will be submitted to the BOT for its approval. To demonstrate alignment with the university's strategic plan, an annual operational plan (AOP) is prepared by each academic and non-academic unit.

Purpose of Policy

The purpose of planning is to help the university's academic and non-academic units focus on opportunities for growth and improvement, in alignment with university's strategic initiatives, and promoting its mission, vision, and values. The strategic priorities of the University are integrated within its long-term strategic plan and short-term operational plans.

Policy Content and Guidelines

The strategic plan will be developed, reviewed, shared, and updated according to the following processes:

- The planning process has already started in December 2022 and is expected to end during the next six month, which is period covered by the current strategic plan 2018-2023. The Strategic Planning Committee (SPC) is leading process of developing the new strategic plan 2023-2028 under the leadership of USTF's chancellor.
- After preparation of the first draft, the discussion, revision, and finalizing USTF's 2023-2028 Strategic Plan shall be an inclusive process involving all USTF stakeholders including alumni, employers, partners, parents, faculty, staff, and students.
- A five (5) years strategic plan, after approved by the chancellor, shall be submitted to the BOT to be formally approved. Once approved by the BOT, the strategic plan will be made available to all USTF stakeholders.

- The strategic plan will require each USTF academic and non-academic unit to develop an AOP to demonstrate alignment with university's strategic plan. The AOPs are updated and implemented each year.
- Soon after the completion of fourth year of the strategic plan, USTF initiates the preparation and development of the next iteration. The process begins with a systematic review of outcomes and culminates with a robust assessment process to close the loop.
- In the fifth and final year, the university undergoes a major review of the mission, vision, and goals. Upon completion of the assessment and reviews, the strategic planning cycle begins a new with future strategic goals, objectives, key performance indicators (KPIs) and targets.

Roles and Responsibilities

- The chancellor is ultimately responsible for the overall planning process of the University. The chancellor shall form an ad hoc committee to lead the process of development of the strategic plan. The committee shall engage the Office of Institutional Planning and Effectiveness (OIPE), as it is the central player in assessment and implementation of the USTF's strategic plan within the context of organizational effectiveness. The OIPE plays a vital role in providing relevant, pertinent, and timely information for development and assessment of strategic and operational plans at units and the university levels.
- The chancellor chairs the institutional effectiveness committee (IEC) and the OIPE is the central player in this committee.
- The IEC chaired by the chancellor and membership of OIPE, and represented by two co-chairs, one responsible for academic units and the other for non-academic units, has a mandate to ensure institutional effectiveness and continuous quality improvement in all (academic and non-academic) areas in accordance with local and international accreditation standards. The IEC academic members act as institutional effectiveness (IE) coordinators in their respective colleges. The IE coordinator for each college is the head of college effectiveness committee (CEC) and shall provide support and guidance to all assessment and continuous improvement committees (ACICs) operating at the department levels. The roles and responsibilities of two co-chairs of the IEC, for academic and non-academic units, as well as for IE coordinators are given in details in the quality assurance manual (QAM).

Budgeting and Resource Allocation

USTF has developed a systematic process for budgeting and resource allocation. About six months before the start of every academic year, which is also the start of the new financial year, heads of all academic and nonacademic units are required to submit their budgets, using specific budget templates, to the Office of Budget and Planning. The budget summarizes all manpower and budget requirements for the next academic year and provides information about new hiring plans, operational expenses, capital expenditure, major initiatives to be taken, and other development plans. The budgets are prepared in accordance with the strategic priorities set by the higher management. The Planning and Budgeting Committee (PBC) shall review each budget keeping in view the strategic priorities and university's

strategic plan, to ensure that budget and resources are efficiently and effectively allocated across all units of the University. The PBC shall discuss these Plans with corresponding unit heads and make recommendations to the higher management concerning budgeting and resource allocation. The budget, once approved by the chancellor, is presented to the board of trustees for its review and approval.

Evaluation and Effectiveness of Units

The Institutional Effectiveness Model developed by USTF will be followed consistently for assessment and evaluation of all academic and non-academic units leading to continuous quality improvement through closing the loop with the aim of achieving the strategic goals and the mission of the University. Each year the University shall carry regular assessment and evaluation of all units by using a variety of assessment tools. The effectiveness results shall assess the units' level of efficiency in meeting their objectives and shall contribute to defining remedial and improvement action to academic programs as well as administrative and support services. They also contribute to revising the mission, vision, and goals of USTF. The QAM illustrates the process of assessment and quality enhancement at USTF and provides guidance to academic, administrative, and supporting departments for developing and implementing their assessment plans for continuous improvement. At the end of the academic year, all units submit their assessment and effectiveness reports to OIPE. Then, the OIPE prepares the annual strategic plan monitoring report (USTF Institutional Effectiveness Report).

Related Documents

- USTF Strategic Plan 2018-2023
- Vision, Mission, and Core Values

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	08/02/2022	A new Policy	Office of Institutional Planning and Effectiveness	Chancellor	BOT
V 2.0	04/10/2022	Policy Update	Office of Institutional Planning and Effectiveness	Chancellor	BOT
V 3.0	06/02/2023	Policy Update	Office of Institutional Planning and Effectiveness	Chancellor	BOT

Risk Management Policy

Policy Name	Risk Management Policy		
Policy Owner	Vice Chancellor for Administrative and Financial Affairs	Reviewed	Annually
Approved By	Chancellor	Approval Date	

This policy aims at identifying the probability of having negative consequences of certain incidents that might occur during the normal course of operations and thus clarifying the coordinated activities to control USTF's business continuity with regards to such risks. Each activity or task carries some element of risk. Therefore, it is imperative to have a proper risk management policy to identify and tackle risks that may affect the functioning and outcomes of various business operations, tasks and activities.

The University's management introduces this risk management policy as an institutional framework that provides guidelines to monitor and track possible risk factors that might cause disruptions to the smooth functioning of business operations, and thus hinder the fulfillment of its mission or strategic goals. The USTF risk management policy is tailored around international standards and the CAA risk management policy (2019 CAA Standards 1.6.1 and 2.3.4).

Academic Risk Policy

Identification of Potential Risks:

- Students finding difficulty in meeting minimum requirements to proceed in the program.
- Students experiencing difficult financial or work problems that can lead to absence from lectures, tests, assignments, etc.
- Insufficient number of qualified faculty.
- Discontinuation of the program for any reason.
- Non availability of sufficient clinical sites for medical students' training

Proactive Measures Plan:

- Implementation of USTF quality assurance policies and procedures at different levels (course level, program level and college level) and reporting any related deficiencies to the higher levels.
- Adoption of continuous assessment and improvement strategies.
- Selection and retention of high-quality faculty to satisfy the requirements of the program in terms of teaching and research.
- Implementation of proper academic advising system (counseling, coaching, advising), and follow-up of students' progression.
- Building long term relationship with the Ministry of Health, Health Authorities and Health Zones in the UAE.
- Establishing training agreements with more reputable hospitals in Fujairah and neighboring emirates to expand the base of available clinical sites and create significant redundancy.
- Proper teaching load allocation to faculty in such a way that the faculty can carry his/her teaching, advising and research activities in a proper way.
- Proper timetabling of course offerings in such a way that students can attend lectures and other academic activities without delay or absence. This is especially important for working students who are tied-up with their work schedule.
- Organizing proper and informative orientation sessions for newly enrolled students to brief them about the requirements of progressing and completing the program.

- Monitoring students' academic progression and taking proper actions before student's performance reaches the critical level of probation.
- Providing appropriate learning resources (library, laboratories, IT… etc.) to facilitate students' access to program and support service-related information.
- Preparing proper contingency plan in case any faculty member is unable to attend his/her scheduled academic activities for any reason (illness, emergency, conference, business travel, etc.) to ensure that the proper execution of approved program curriculum is continued.

Reactive Measures Plan:

- Whatever preventive actions that may be taken, some students' performance may fall below the acceptable level, and such students may not be able to continue their study in the program.
- In these cases, some remedial actions are needed so that the student can recover from such situation and continue his/her program of study.
- For such students, preparation and monitoring of individualized action plans (e.g. proper selection of courses, taking a remedial course. etc.) would help student recover.
- Long term plans to build or acquire a hospital to be designated as a teaching hospital for the University in the event that in spite of best efforts, clinical training sites remain inadequate
- If a decision is made to close an educational program, the university will strive to assist affected students so that they experience a minimal amount of disruption in their studies.
- USTF students will be notified of the decision to close a program as soon as possible and will be advised by faculty or student counselors regarding suitable options including transfer to comparable programs to complete their education.
- If required, arrangements will also be made to reassign faculty and staff affected by the closure of the program or assist them in locating other employments.

Teach-out Policy and Procedures

Policy Statement

This policy addresses USTF's responsibility to make necessary arrangements for students to complete their academic programs in cases where the University is closed, or academic programs are discontinued. In these cases, USTF shall be responsible for the best and interest of students, faculty, and staff. While students' interest is the most important, the teach-out plan shall take into consideration the faculty members and teaching assistants, equipment, and laboratories associated with the program(s) being closed. USTF will provide all necessary support to students to complete their academic program(s) without disruption by providing the required resources, faculty, and staff during the teach-out period.

Risk Mitigation Methodology

Following are the key steps that the University will take to meet its commitment towards those students who might be affected by discontinuation of an academic program or closure of the institution.

- Communicate with students the full details of the change taken by/ affected the University.
- Identify the potential accredited institutions offering similar program(s) to make the teach-out.
- Complete the necessary arrangements for students with selected institutions, ensuring that

these arrangements are consistent with the requirements of the Commission's Substantive Change policy.

- Prepare a detailed action plan to ensure smooth transition of teach-out students between USTF and the receiving institution. This shall include all arrangements needed to maintain complete academic records and issuance of degrees.
- Make necessary arrangements to meet the possible financial obligations, in terms of the possible higher tuition fee rates, or due to the loss of credits as a result of the compulsory change of academic program or major, until completing all their academic requirements.
- Develop a monitoring process to be implemented by the College Dean/ Academic Head, with regular monitoring reports submitted to the Vice Chancellor of Academic Affairs (VCAA). The monitoring reports would include:
  - Detailed list of names of students in teach-out.
  - Confirmation of affected students receiving letters and individualized academic plans.
  - List of students advised into other majors, with identification of new majors (if required).
  - Progress of students in the teach out phase.
  - Advise the teach-out students how the University will assist in completing their programs.

Internship and Clinical Training Risk Management Policy

The purpose of this policy is to minimize the possibilities and consequences of the risks, hazards USTF's students can be exposed to during their internship or clinical clerkship training in affiliated hospitals. USTF aims at securing sustainable training places (including clinical training sites for medical students), for students and minimizing subsequent disruptions due to unavailability or loss of some of these locations.

Policy Statement

This policy acts as an outline that identifies the different sources of risks that can occur during internship of USTF's students, which should be properly managed to avoid and/or prevent any negative impacts of such situations. This is done through identifying each risk source, its significance, evaluation methods, and adopting the best mitigation options. During the two years that constitute the clinical training phase of medical students, they might be exposed to risks related to working in a hospital environment. This policy is outlining the features and practices of internship at USTF in order to reduce the associated risks.

Risk Identification

USTF Students must be properly oriented as to their role and responsibility at the training site and the possible sources of risks involved. Students must be advised of all requirements associated with the placement, including the risks associated with the training site. This includes proper orientation as to how students protect him/herself from the various types of risks and hazards which include fire, electrical shocks, exposure to chemicals, infections and radiation. For intern students' protection, a memorandum of understanding (MOU) is signed between USTF and companies accepting intern under their direct supervision and control to cover training objective, supervision, possibility of salary, stipend, transport, and liability; especially for acts that are willful, malicious, intentional or criminal.

Risk Mitigation Methodology

- Students are advised to acquaint themselves with training site and the possible safety hazards.
- Students are advised to wear protective coats and outfits whenever required by the site bylaws.

- Students are advised to seek advice whenever they are not sure about the safety of any system or device.
- Students should always be accompanied and supervised by the site supervisor.
- Students must be in continuous contact with their academic supervisor to tackle problems firsthand without delay.
- If students are doing their training within the university premises, then they must be aware of the various risks and hazards as stated in the Building Facilities Risk Management Policy.
- Alternative training sites must be arranged in case of shortage or unavailability of the current places.
- Continuous revision and updating of contacts in order to ensure the availability and suitability of internship sites.
- Health insurance cover for medical students as well as a clear policy in the relationship between the University and the affiliated hospital that they will provide the same degree of emergency care for an affected student as they would any of their own staff.

Availability of Sustainable Training Locations

It is the responsibility of the Office of Career and Placement Services to screen the available training sites and select the most suitable and safe training locations in view of the student's specialization, and in collaboration with the concerned colleges. The Career and Placement Services Office must establish contractual, sustainable, and strategic relationships with these sites in order to secure the placement of students for internship.

Financial Risk Management Policy

Policy Statement

This policy aims at identifying the probability of having negative consequences of certain incidents that might occur during the normal course of operations and thus clarifying the set of controls, activities, and actions in place to control University of Science and Technology of Fujairah (USTF) business continuity with regards to such risks. Each activity or task carries some element of risk. Therefore, it is imperative to have a proper risk management policy to identify and tackle risks that may affect the functioning and outcomes of various business operations, tasks, and activities.

Risk Identification:

- *Credit Risk*
  Credit risk is the risk that one party to a financial instrument will fail to meet an obligation, causing the other party to incur a financial loss.
- *Liquidity Risk*
  Liquidity risk is the risk that the University will encounter difficulties in raising funds to meet its liabilities when they become due.
- *Interest Rate Risk*
  The University is exposed to interest rate risk on its interest-bearing assets and liabilities; namely fixed deposit, medium-term loan and borrowings.
- *Accounts Receivable Risk*
  While the University balances between the interests of all stakeholders, certain special situations faced by some students can justify granting them credit facilities by postponing the payment of due balances or accepting settlements by post-dated cheques. The accounts and cheques

receivable risk is identified by the overdue customer balances as well as the cheques receivable and the potential that such amounts are becoming uncollectible

- *Business Risk*

  Business Risk involves the risk of declining revenues due to decrease in number of students or prices, or the uncontrolled increases in expenditures during the normal course of business activities, which will ultimately affect the financial performance and the ability to meet certain requirements to ensure smooth running of operations.

Risk Evaluation and Mitigation Methodology

- *Credit Risk*

  Financial assets, which potentially subject the University to concentration of credit risk, consist principally of the current bank accounts and deposits/ saving accounts. The University mitigates its credit risk regarding the bank deposits throughout:
  - Dealing with high credit quality financial institutions, in addition to conducting continuous review of the financial institution's credibility, considering the trade-off between the benefits obtained from dealing with certain financial institution and the credibility risk involved.
  - Extra available funds are invested in short-term fixed deposits that do not exceed 1-year maturities and over several maturity dates carefully distributed across the year to ensure satisfying any urgent cash needs for operational requirements to avoid liquidating any of the deposits before the maturity date and thus losing the expected profit.
  - The University's management is continuously evaluating its investment credit risk to ensure that the credit risk related to bank accounts lies within an acceptable range.
- *Liquidity Risk*

  To mitigate such risk, the management should ensure the availability of diversified funding sources along with continuous monitoring of liquidity sufficiency on regular basis.
  - Cash flows forecasting serves as a key indicator of future cash sufficiency, which helps providing an early alarm pertaining to any anticipated liquidity problems.
  - Cash safety margin must be maintained, that is equivalent to a minimum of 3 times total monthly operating expenses.
  - Availability of easily accessible sources of funding; either through equity or debt sources, should be maintained in order to raise necessary funds to meet any financial obligations and ensure smooth running of operations. Reliable and sustainable relationships with banks and other financial institutions should be maintained to facilitate providing the necessary funds within a short period.
- *Interest Rate Risk*

  To mitigate the risk of having lower rates on deposits or higher rates on term borrowing compared to the changes in interest rates prevailing in the market, the University's financial management should:
  - Keep diversified ranges of maturities of its deposits, which allows quick reaction according to changes in the market rates.
  - This method also reduces the exposure to the risk of losing the profitability of such fixed deposits due to potential early liquidation of the deposits to meet emerging spending requirements.
  - In addition, the University should conduct a continuous revaluation and analysis of the market rates to maximize interest revenues on deposits and minimize interest expenses on borrowings.

- *Accounts Receivable Risk*

  The accounts receivable risk is mainly involved with amounts due from students, sponsors, tenants and other customers. The University mitigates the accounts receivable risk throughout:
  - Continuous review of the aging of accounts receivable balances, identification of those old accounts with high probability not to be collected, setting strict internal controls and procedures, and seeking to reach to settlements with parties having accumulated old receivable balances.
  - Tracking the amounts of bounced cheques, their value dates, and taking needful actions towards collecting such accumulated balances.
  - In addition, the University should implement strict measures prior to accepting cheques as an option to settle due accounts receivable, throughout reducing their maturity periods to the minimum, and keeping an updated customer profiles to provide a readily available history of cheque collection, enabling to take informed credit facility decisions in the future.
  - The University should continuously find sustainable funding sources throughout different fundraising activities that aim to provide financial assistance to help students having financial disabilities to settle their due balances, thereby mitigating the negative financial impact of default accounts.
  - Setting credit limits for customers, students, and sponsors, and continuously monitoring the overdue balances as well as the outstanding receivables. The credit limits should be reviewed on regular basis to avoid accumulation of large balances of accounts receivables.
  - System controls should be also put in place to easily identify accumulated balances and alert the finance team to take necessary action towards collection.
  - The collection of Post-Dated Cheques (PDC's) is done as a guarantee against the collection of outstanding receivables. However, accepting such PDC's should be subject to approvals in view of the credit history, with maturity dates that should not exceed a period of 6 months.
  - Sufficient allowances for doubtful debt are taken as a reserve to face any future losses due to uncollectible accounts, thus ensuring the stability of financial performance. The management must ensure that such allowances are sufficient and provide reasonable coverage of doubtful debt to avoid material loss or fluctuation of the financial performance.
- *Business Risk*

  To avoid the potential negative impact on financial performance and the ability to meet certain requirements, and to ensure smooth running of operations, several approaches and techniques should be adopted by the University's management to mitigate the different types of business risks as follows:
  - The University's management should follow a continuous improvement approach as a methodology to mitigate such risks, throughout continued efforts that aim at improving the quality of academic programs; studying the dynamic market needs for new knowledge areas, and
  - introducing new academic programs that fulfill such needs and stimulates sustainable business growth.
  - The planning and budgeting process also help addressing the key business risks involved in different business activities, and the level of uncertainty that is inherent in the planning process. The annual budget preparation cycle illustrates how the University plans and provides the optimal allocation of resources as needed to achieve AU's strategic goals and

objectives.

- As part of the annual operating budget preparation cycle, and to account for the normal uncertainty with regards to emergency spending needs, a contingency fund should be created to provide necessary funding for any unplanned or emergency spending needs. The contingency fund should be estimated as a fixed percentage of the annual operating spending budget.
- An in-depth planning and financial feasibility of launching any new academic program or investing into other expansion projects must be conducted. By adopting such approach, the University will be able to expand its students' base and diversify the revenue generating activities while minimizing the business risks involved in such activities and being well-prepared for any potential financial surprises that may corrupt operational activities.
- To better manage the other risk factors inherent in operations, the University mitigates the negative impact of some potential events that rest outside the control of USTF management, by enrolling into several insurance policies. These include:

- *Fidelity Insurance Policy:*
  To indemnify USTF against any loss sustained by any act of fraudulent embezzlement or misappropriation of any employee who's dealing with cash amounts.
- *Public Liability Insurance Policy:*
  To indemnify USTF against any loss due to the legal liability arising from running the business activities, where USTF may become legally liable to pay for compensation in respect to accidental bodily injury to third parties or accidental loss or damage to third party's property.
- *Money Insurance Policy:*
  To indemnify USTF against any loss of cash amounts and the cost of any related damage that is associated with any theft or attempted theft during the normal course of business activities.
- *Property All Risks Insurance Policy:*
  To indemnify USTF against any loss caused by any incident or event that exposes USTF's properties and its contents to losses or damages suffered as a result of the occurrence of common perils, such as fire, building destruction, or damage of any insured contents.
- *Public Liability Insurance – Internship Activities:*
  To indemnify USTF against any legal liabilities towards any third party, including students, in respect of personal accidents and/or property damage arising out of internship activities of students in the medical fields, who are exposed to high risks of lab materials; pharmacy, dentistry and clinical training activities, either in-campus or outside.

Financial Risk Management Responsibilities

The following identifies the roles that assume specific risk management responsibilities.

Responsibility	Risk
Chief Accountant	Credit Risk
Chief Accountant	Liquidity Risk
Financial Controller and Vice Chancellor for Administrative and Financial Affairs	Interest Rate Risk
Senior Accountant and Financial Controller	Accounts Receivable Risk
Financial Controller, Budget Supervisor, and Vice Chancellor for Administrative and Financial Affairs	Business Risk

Information Technology Risk Management Policy

Policy Statement

This policy serves as a comprehensive framework that identifies the different sources of technical risks that the University is exposed to. These risks should be properly managed in order to avoid their possible negative consequences such as data loss or major system failure. Measures are regularly conducted to identify each risk source, its significance, evaluation methods, and the adoption of optimal options to mitigate it. A major damage or failure in any of the following I.T. infrastructure or services may cause a serious disruption of operations and thus represent key risk components.

Risk Identification

- ***Servers and Storage:***
  Hardware failure in a server may cause a failure in one of the core services; such as registration or finance applications.
- ***Network Appliances:***
  Any failure or damage to some of the Network appliances may imply complete or partial outage of campus services.
- ***LAN, WAN, and Internet Connections:***
  A disruption in any of these connections may cause outage in all web services, thus corrupting the smooth running of several academic and operating services.

Risk Component Analysis

Information Resources and the processes of using them represent vital part of the ongoing mission of the University and its goals and objectives. The following describes these risks in more detail.

- ***Threats and Vulnerabilities:***
  Threats can be both, internal and external, and come in many different forms. The common element is they work against the confidentiality, integrity, and availability of information resources. Some of the possible threats would be the alteration of data or systems or release of protected information. Others can be hackers or viruses.
  Vulnerabilities are weaknesses or holes in information resources and processes, which allow the potential for unauthorized or unintentional change or manipulation of resources, which affect the confidentiality, integrity, and availability of these resources. Vulnerabilities, and overall impact for every information resource, not only must be evaluated, but also re-evaluated on a regular basis to ensure these ongoing risk(s) are continuously managed.
- ***Data Loss:***
  Data loss can occur on any device that stores data due to one of the following:
  - Human error, accidental or unknowing data deletion, modification, overwrite.
  - File corruption: software error, virus infection
  - Hardware: drive failure, controller failure CPU failure
  - Site-related: theft, fire, force majeure such as floods, earthquake, lightning, etc.
- ***Unplanned Service Outage:***
  Unplanned Service Outage may occur due to one of the following:
  - Hardware failure such as damage in server or LAN/WAN equipment.
  - Software problem may cause failure in I.T. service/s.

Risk Evaluation and Prioritization:

The following describe how different risks are evaluated and prioritized.

- ***Threats and Vulnerabilities:***
  Threats and vulnerabilities become risk when they cause exposure of confidential information such as student records, or exam questions.
- ***Data Loss:***
  This risk is evaluated by reviewing the type and size of the lost data.
- ***Unplanned Service Outage:***
  This risk is evaluated by the time, period, and consequences of the service outage.

Risk Mitigation Methodology:

- The following describe, in general terms, the risk mitigation options. The Office of I.T. provides the following solutions to mitigate the risks, as follows:
- ***Threats and Vulnerabilities:***
  The Office of IT is reducing this type of risks by installing the antivirus software on all USTF PC's, laptops, and servers; keeping all such devices updated, and by using Firewall to isolate the servers in a healthy and protected environment.
- ***Data Loss:***
  The Office of IT has set a backup policy to protect the critical data by recovering them in case of loss (see backup policy). A disaster recovery site is used to provide high availability of the critical data and services. Furthermore, the recovery tools are used, in case needed, for individual loss of data.
- ***Unplanned Service Outage:***
  The Office of IT is committed to ensure continuous and uninterrupted availability of all services as follows:
  - Uninterruptible Power Supply (UPSs) and Power Generator connectivity for the most critical LAN/WAN connections and servers, to avoid disruption due to power shortage.
  - Hardware and Software Support agreement 24 X7 for the most critical equipment and services.
  - The I.T. has transferred all the critical services to virtual environment, which reduces the time-of-service recovery, and increases the high availability.
  - Backup devices and servers are provided.

Risk Plan Maintenance:

The following describe the different methods for maintaining or updating the risk plan.

- ***Threats and Vulnerabilities:***
  Following up on the Antivirus, updating servers and monitoring them.
- ***Data Loss:***
  Applying the Backup Policy and confirming that the taken backups are healthy.
- ***Unplanned Service Outage:***
  Monitoring all LAN and WAN equipment, UPS's, and servers, ensuring that all equipment are functioning in a perfect manner, and maintaining all I.T. equipment and services under external support agreement to increase the level of high availability.

Risk Management Responsibilities

The following Identifies the IT roles with specific risk management responsibilities.

Responsibility	Risk

The System Administrator and System Engineer under the supervision of the Head of System/Network Team.	Threats and Vulnerabilities
The System Administrator and DB Administrator	Data Loss
The Network and System team, I.T. Manager	Unplanned Service Outage

Facilities Risk Management Policy

Policy Statement

This policy acts as an outline that identifies the different sources of risks that USTF facilities and infrastructure are exposed to, that should be properly managed in order to avoid and/or mitigate any potential negative impact. This is done through identifying each risk source, its significance, evaluation methods and the adoption of best risk mitigation options. The purpose of this policy is to structured methodologies to help minimizing the possible negative consequences of future damage to USTF facilities and infrastructure, and the subsequent disruption in University's operations and services.

Risk Identification

- *Technical Faults and Breakdowns:*
  Any partial or total shutdown that can have a direct impact on the University's operations and continuity of key services.
- *Fire:*
  In the event of a fire outbreak, it becomes crucial that the fire safety system and processes are instantly activated to contain the spread and thus minimize the impact and loss.
- *Utility Outages*
  Electricity and water shortages can significantly disrupt the functioning of the University's various colleges, offices and other common facilities.
- *Structural Incidents:*
  Any structural collapse or failure in any of the University's infrastructure will have disastrous consequences.
- *Emergencies:*
  Any emergency such as but not limited to natural disasters (earthquake, flooding, etc.) is beyond human control and can affect USTF facilities and infrastructures critically.
- *Safety and Security:*
  Considering the number of students and visitors of USTF campus and its extended buildings and facilities, undesired situations and incidences, disturbance and violence that can erupt in the University could jeopardize the safety and security of the occupants, facilities, and infrastructure.

Risk Component Analysis

- *Technical Faults and Breakdowns:*
  USTF facilities and infrastructure should remain in perfect functional state for efficient, reliable, and normal operations at all times. This requires prompt and effective repair services and periodic preventive maintenance to be carried out to minimize or prevent facilities down time or closure.
- *Fire:*
  Fire is an unpredictable and inherent risk in University's environment and carries a high damage potential. The existing facilities and infrastructure do possess the necessary fire safety mechanisms and processes.
- *Utility Outages:*

Uninterrupted power and water supply for USTF facilities is essential and of paramount importance for its functioning and operations. These basic utilities within the Emirate of Fujairah are supplied by a federal government authority, and mostly seem to be stable, sustained and reliable.

- *Structural Incidents:*
  A safe, stable and reliable building facilities and infrastructure, which meets the relevant and required standards is a primary requirement for any educational institution. The existing infrastructure appears to be in fair and stable condition. Maintenance and repairs are undertaken as and when required.
- *Emergencies:*
  It is imperative that a clear, effective, and tested evacuation plan is compiled, and is circulated and posted for the facility's occupants in order to be well prepared for any such emergency incidents.
- *Safety and Security:*
  It is of utmost importance that USTF facilities and infrastructure are always safe and secured for the protection and comfort of all its occupants; faculty, staff, students, and visitors. USTF facilities do possess security systems and personnel for overseeing internal safety and security.

Risk Evaluation and Mitigation Methodology:

- *Technical Faults and Breakdowns:*
  This risk potential is regularly evaluated by monitoring the frequency of reported faults and breakdowns; periodic assessments of USTF's facilities and infrastructure; amount of resources and personnel needed for carrying out maintenance and repairs. The University mitigates this risk by conducting regular inspection of all USTF facilities and infrastructures; scheduling and conducting preventive maintenance of key areas of USTF's facilities and infrastructure; keeping inventory of vital spare parts and backup equipment to minimize facilities downtime; ensuring the availability of sufficient maintenance personnel for immediate action and resolution at the earliest; conducting regular training of maintenance personnel for prompt and effective responses to potential technical issues.
- *Fire:*
  Periodic review and assessment of the fire safety mechanisms, equipment, and processes within USTF's facilities and infrastructure; as well as the history of fire incidents represent key indicators of exposure to such risk. This is mitigated throughout the continuous evaluation and identification of potential fire hazards; inspection of the status and condition of the fire safety systems, mechanism, equipment and processes across all USTF facilities and infrastructures, in addition to scheduling and conducting preventive maintenance of fire safety systems, mechanisms and equipment; compiling fire safety manual, evacuation plan and spreading awareness; conducting fire safety and evacuation drills; communication and information exchange with civil defense authorities, hospitals and other relevant authorities; putting in place loss/damage insurance policy.
- *Utility Outages:*
  Periodic assessments of utility infrastructure of USTF's facilities; communication and information exchange with the utility provider; history of utility incidents within USTF's facilities represent fundamental component to enable maintaining a proper plan to control such risks. This risk is mitigated throughout the continuous evaluation of the status and condition of the utility networks across USTF facilities and infrastructure; communication and regular information exchange with

the utility service providers for prioritized supply restoration to USTF's facilities, scheduling and conducting preventive maintenance of key utility infrastructure of USTF's facilities, and backup supply provision arrangements.

- *Structural Incidents:*
  The regular evaluation of the status and condition of the structural reliability of USTF facilities and infrastructure is conducted to ensure the maximum safety of all USTF's structures, in addition to scheduling and conducting preventive maintenance of key areas of COD clinical facility and infrastructure; communication and information exchange with civil defense department, hospitals and other relevant authorities; as well as the availability of loss/ damage insurance policy.
- *Emergencies:*
  To best meet the requirements of controlling such type of risks, USTF maintains sustainable communication and information exchange channels with relevant emergency management authorities and government bodies, in addition to compiling Emergency Manual, evacuation plan and spreading awareness; conducting safety and evacuation drills; and the availability of public liability loss/ damage insurance policy.
- *Safety and Security:*
  The risks associated with safety and security systems are regularly evaluated in view of the capacity of facilities, the status of building machinery and equipment, as well as the analysis of the volume and demographics of people visiting USTF facilities; using and working in the USTF facilities, to ensure the availability of all needed resources, tools, procedures and equipment, such as camera monitoring systems, sufficient security personnel, building evacuation plans, scheduled and implemented preventive maintenance of existing security systems and equipment; effective management and control of the occupants of USTF's facilities, and information exchange with relevant security authorities.

Facilities Risk Management Responsibilities

Responsibility	Risk
Facilities and Services Manager	Technical Faults and Breakdowns
	Fire
	Utility Outages
	Structural Incidents
Facilities and Services Manager and Top Management	Emergencies
Facilities and Services Manager, Head of Security Office, and Higher Management	Safety and Security

Related Policies

- Financial Risk Management Policy
- Preventing Radicalisation, Extremism, and Terrorism Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	13/09/2020	Approval as a New policy	VCAFA	Chancellor	BOT
V 2.0	08/02/2021	Approval as a revised policy in Section (9). Fiscal Resources, Financial Management and Budgeting Policies	VCAFA	Chancellor	BOT
V 3.0	04/10/2022	Moved to Section (1). Governance and Management Policy	VCAFA	Chancellor	BOT
V 4.0	06/02/2023	Updated Risk Management Policy	VCAFA	Chancellor	BOT

Policy of Policies

Policy Name	Policy on Policies		
Policy Owner	Office of Institutional Planning and Effectiveness	Reviewed	Annually
Approved By	Chancellor	Approval Date	

Purpose

This policy ensures the consistency, transparency, and quality in the process of developing, reviewing, approving, or amending USTF policies. The adopted process is consistent with best practices and would ensure that University policies are systematically developed, periodically reviewed, and broadly circulated. This Policy does not apply to governance documents such as the Board of Trustees Bylaws. Also, it does not apply to operational policies and procedures that may be approved following the application of an approved university policy.

Definitions

As used in this policy on policies, the following terms shall have the meanings indicated.

- **Policy:** means an official, written university directive that establishes broad application across USTF on the conduct of university business and members of its community. Furthermore, it enhances the attainment of university's mission, achieves compliance with applicable laws and *Standards* of accrediting agencies, promotes operational efficiency and reduces institutional risk. The term policy does not include Board of Trustees' Bylaws, resolutions, or operating procedures.
- **Policy Owner:** means the university higher management, dean, director, department head, or other person who manages or directs the responsible office.
- **Policies and Procedures Manual:** means an electronic portal on the university website that is readily accessible from the University home page to all USTF and that contains all current university policies. The Manual could also be provided to USTF faculty in the form of hard copy document.

Statement

All University policies shall be developed, approved, and published in accordance with the standards outlined in this Policy and shall appear online in the University of Science and Technology of Fujairah (USTF) Policies and Procedures Manual. This manual shall also be documented in the form of a hard copy.

Policy Details

a. A University policy

University policies will be written and maintained in customary format to ensure uniformity.

- It is the Policy Owner's responsibility to designate the appropriate responsible university office in charge with the tasks of implementing and enforcing the policy.
- A university policy should be written in clear and concise language. It should contain sufficient information on the subject without being excessive in length or extremely

short.

- The University reserves the right to amend, modify, or add any policy at any time to meet the needs of the university, to comply with applicable laws and standards of the Ministry of Education (MoE) in the UAE, or for any other reason the University may determine. Nothing in this Policy on Policies diminishes or interferes with the right of the university Board of Trustees to adopt, modify, amend, or replace any university policy.

b. Procedures for Development, Review and Approval of Policies

- Any individual or unit may identify the need for a new policy, a revision of an existing policy, but only the policy owner can initiate the development of a new policy or request a revision of an existing policy.
- Before proceeding with drafting a new policy or requesting a revision of an existing policy, the policy owner shall complete and submit a request to develop or revise or replace an USTF policy to the Office of Institutional Planning and Effectiveness (OIPE).
- After getting the approval of the OIPE, the policy owner shall start developing a draft policy or revising a current policy using the policy template, attached at the end of this policy, and in consultation with key stakeholders. At any time in the preparation of the new policy process, the OIPE is available for consultation.
- The Office of Institutional Planning and Effectiveness (OIPE) shall act as a central unit to ensure quality control and that all policies are developed in conformity with applicable standards, without any overlap or contradiction, and are regularly revised to keep them current.
- Once the draft of a new policy is prepared using the specified template or modified version of an existing policy is completed, the policy owner will forward an electronic copy to the OIPE for review. Once the policy assessment is completed by OIPE, it will be provided by OIPE to the policy owner to incorporate suggested changes, if any. The revised version of the new policy or the substantially revised policy, received, and reviewed by OIPE, shall be submitted to USTF Council for academic Affairs (CfAA) for approval, and then approved by USTF Board of Trustees (BOT).
- Minor revisions that do not affect the basic requirements, principles, scope, or intent of a policy only require the approval of policy owner and OIPE. It could consist of technical corrections, updates, or clarifications.
- A proposed new, substantially revised policy becomes an official policy of the University and goes into effect after its approval by the CfAA and subsequently by the BOT in its next meeting. A substantial revision is one that introduces a significant change to the scope or consequence of a policy.
- Following the approval of a new policy or major revision in an existing policy:
  - The OIPE shall maintain copies of signed university policies and policy revisions.
  - The OIPE shall update the Policies and Procedures Manual (PPM) and ensure that the updated PPM is published on USTF's website.
  - The policy owner shall ensure that the policy is appropriately announced and

communicated to the university community.

c. Periodic Review and Amendment of Policies

- Each responsible office shall periodically review all university policies for which it is responsible to determine whether a policy requires revision, replacement, or withdrawal because of a change in applicable law, standard, or business process. It is the responsibility of the policy owner or the responsible office to ensure that the review dates mentioned in the policies are strictly observed.
- The responsible office may deem it appropriate to retain or replace an existing policy or consolidate two or more policies. For the retained policies and policies with minor changes, the policy owner shall notify OIPE. OIPE shall update the PPM and reflect the review and the minor revisions in the policy history and dates and ensure that the updated PPM is published on USTF's website.

d. Request Form for Development or Revision of an USTF Policy

- This form covers the development of a new university policy or the revision of an existing policy. The Policy owner can refer to this policy for additional information while filling the form. The Policy owner must sign the form before forwarding it to the Office of Institutional Planning and Effectiveness (OIPE) through the online policy development system or by an email.

- If the policy review is in accordance with the scheduled review date mentioned in an existing policy, there is no need to submit this request form if the changes are minor in nature. In this case, the policy owner will directly submit the revised policy with minor changes or even no changes but with new revision date to OIPE.

Policy Information

Policy Title			
Policy Owner		**Date of Revision**	
Approved By		**Date of Approval**	

Policy reviewers

Name	Position	College or Office	Contact

Type of Revision

- Development of a new policy
- Update existing policy

Revision Magnitude

- Minor revision
- Substantial revision

Policy Categories

- Governance and Management
- Quality Assurance
- Educational Programs
- Research and Scholarly Activities
- Faculty and Professional Staff
- Students
- Health, Safety and Environment
- Learning Resource Center
- Legal Compliance and Public Disclosure
- Fiscal Resources, Financial Management and Budgeting
- Community Engagement

Reasons for Development of the New Policy

Signature of Policy Owner

Name Signature Date

Recommendation of the OIPE

Office	Recommendation		Date	Remarks
OIPE	Proceed	Not-Proceed		

Comments:

Approval of USTF Chancellor

Name Signature Date

USTF Policy Template

Policy Title			
Policy Name	Policy Title Again		
Policy Owner		Reviewed	Annually
Approved By		Approval Date	

Purpose

Definitions

Statement

Policy Details

Procedure

Related Policies

Related Policies

- Mission Development, Approval and Review Policy
- Quality Assurance Policy and Procedures
- Implementation and Monitoring of Improvement Plan Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	Office of Institutional Planning and Effectiveness	Chancellor	BOT
V 2.0	04/10/2022	Approval of Updated Policy	Office of Institutional Planning and Effectiveness	Chancellor	BOT

Board of Trustees Policy			
Policy Name	**Board of Trustees Policy**		
Policy Owner	Chancellor	**Reviewed**	Annually
Approved By	USTF Board of Trustees	**Approval Date**	

Policy Statement

Most Board members have no fiduciary investments in USTF, and the owners of the institution shall not involve in its day-to-day operations. The members of USTF's BoT are not directly involved in the academic or financial issues of the University, but the main function of the Board is to ensure the university's compliance with the MoE Standards. The assessment of the effectiveness of the BoT aims to assess the implementation of its policies and how well the University Management is achieving the goals and objectives that have been set for the University.

Definitions

USTF Board of Trustees: According to its own Bylaws, USTF Board of Trustees (BOT) is the body responsible for making its educational and academic policy in conformity with the overall University vision. In addition, it is responsible for achieving the University's educational philosophy consisting of teaching, research, and service (service to the university, to students and to the community); and these are also the criteria for evaluating the academic and affiliated members of the University.

Approving body: The relevant body that has authority to approve these policies and procedures.

Policy: A formal statement, which gives effect to USTF principles, values, procedures, requirements and strategic goals and improves the University's risk management.

Procedure: A high-level description of all essential steps and responsibilities, and a brief explanation on how work is organized to achieve the policy.

The effectiveness of the BOT is mirrored in the assessment of:

- Financial stability of the University, and the distribution of USTF expenses.
- Degree of achievement of USTF objectives as specified in the operational plan.
- Functionality of the approved academic and administrative policies after their first-year implementation.
- Success of USTF alumni in the society.
- Reputation of USTF in the eyes of applicants, employers, students, alumni, staff, faculty, and general public.
- Environment offered to its students, faculty, and non-academic staff.
- Solidity of the University Risk Management plans.
- Quality of USTF faculty.
- Non-interference of the owners on the daily management of the University.

- Availability of the financial resources needed to the implementation of the University objectives.
- The assessment must be made on an annual basis.
- USTF Office of Institutional Planning and Effectiveness (OIPE) is requested apply the approved methodology in performing the Board assessment.

Related Documents and Policies

- USTF BOT By-Laws
- USTF Organization Chart
- Executive Committee Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	11/06/2019	Approval as a New Policy	Chancellor	EC	BOT
V 2.0	08/02/2021	Revision and Approval BOT Policy	Chancellor	EC	BOT
V 3.0	24/02/2022	Approval of Updated Policy	Chancellor	EC	BOT
V 4.0	06/02/2023	Approval of the Updated Policy	Chancellor	EC	BOT

Executive Committee Policy

Policy Name	Executive Committee Policy		
Policy Owner	Chancellor	Reviewed	Annually
Approved By	USTF Board of Trustees	Approval Date	

Definitions

USTF Executive Committee: The revised USTF Board of Trustees (BOT) Bylaws defines the Roles and Responsibilities of the University Executive Committee (EC).

Approving body: The relevant body that has authority to approve these policies and procedures.

Policy: A formal statement, which gives effect to USTF principles, values, procedures, requirements, and strategic goals and improves the University's risk management.

Procedure: A high-level description of all essential steps and responsibilities, and a brief explanation on how work is organized to achieve the policy.

Policy Statement

- The USTF Executive committee promotes the University vision and mission and strengthen the link between the University and community, without interfering in the day-to-day management decisions of the University.
- The USTF Executive committee does not have the rights, roles, and responsibilities of University Board of Trustees, and shall undertake the following:
  - Assisting and guiding the progress of the University.
  - Consolidating USTF relations with public and private institutions in Fujairah Emirate.
  - Supporting collaboration with local, national and international institutions, in line with USTF Vision and Mission.
  - Reviewing the University's strategic risk profile.
  - Any additional issues deemed necessary for the University's interest.
- USTF EC shall meet once a month, during the months that the USTF Board of Trustees does not meet, or between regular meetings of the Board. Special meetings may be called by the EC Chairman.

Related Policies

- Board of Trustees Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	11/06/2019	Approval as a New Policy	Chancellor	EC	BOT
V 2.0	08/02/2021	Approval of Updated Policy	Chancellor	EC	BOT
V 3.0	06/02/2023	Approval of the Updated Policy	Chancellor	EC	BOT

Higher Management Policy

Policy Name	Higher Management Policy		
Policy Owner	Chancellor	Reviewed	Annually
Approved By	USTF Executive	Approval Date	

Policy Statement

The University Higher Management includes the Chancellor, Vice Chancellor for Academic Affairs (VCAA), and Vice Chancellor for Administrative and Financial Affairs (VCAFA). The Higher Administration is mandated to implement the university mission, strategies, and operations. It also serves as a platform to ensure effective strategic planning, follow-up future projects, and handle unexpected issues that might affect the University.

Policy Purpose

The Higher Administration ensures implementation of the annual operational plans of colleges, administrative offices, and support units to achieve the strategic goals, objectives, and mission of the University.

Definitions

Chancellor: According USTF's own Bylaws, the University is managed by the Chancellor. The Chancellor obtains his management authorities from and reports to the Board of Trustees (BOT). The positions that report directly to the Chancellor are Vice Chancellor for Academic Affairs (VCAA); Vice Chancellor for Administrative and Financial affairs (VCAFA); Financial Controller (FC); Supervisor of the Office of Institutional Planning and Effectiveness (OIPE); Legal Advisor (LA); and Internal Auditor (IA).

Vice Chancellor for Academic Affairs: The Vice Chancellor for Academic Affairs is the principal provider of academic leadership for all colleges of the University, and all of the service units within the academic structure that support the academic mission. The VCAA is responsible for developing a performance culture that promotes excellence in teaching/learning, scholarly activities, innovation and new learning technologies.

Vice Chancellor for Administrative and Financial Affairs: The Vice Chancellor for the Administrative and Financial Affairs (VCAFA) provides high level administrative and operational support to the Chancellor, and serves as the key point of contact to the Office of the Chancellor and work closely with VCAA, college deans, directors and other stakeholders. The VCAFA is responsible for the development and the implementation of policies, procedures, pertaining to human resources (for non-academic staff), university facilities and budget in support of university mission, vision, core values and strategic plan.

Role and Responsibility of Higher Administration

University of Science and Technology of Fujairah (USTF) top administrative structure consists of the Chancellor and two Vice Chancellors; the Vice Chancellor for Academic Affairs (VCAA) and the Vice Chancellor for Administrative and Financial Affairs (VCAFA). The

organizational chart provides an overview of the University's administrative and academic units.

The Chancellor:

The Chancellor is the formal head of the University carrying out ceremonial and official functions, with the full authority and responsibility to run the institution efficiently and effectively. The Chancellor plays a key role in the business of the institution by spearheading the University to meet its challenges and promote its vision and mission to ensure the high standing of the University in the national and international level. The Chancellor does not become involved in day-to-day executive management, which is the responsibility of the Vice Chancellors. In his capacity, the USTF Chancellor shall assume the following:

- Providing leadership in achieving the mission, vision, goals and strategic plan of the University.
- Chairing all what follows him in the USTF organization chart.
- Ensuring coordination between the relevant academic, research and administrative units at USTF, and between USTF and other universities.
- Appointing and assessing the Vice Chancellors.
- Submitting recommendations to the BOT regarding the appointment, renewal or termination of faculty members and administrative staff at USTF.
- Taking executive decisions relating to the daily work of the USTF in all administrative and financial aspects.
- Issuing rules and regulations regarding the terms of appointments and promotion, training, disciplinary sanctions, and transfer of employees between different departments, in the light of the provisions of the regulations in force at USTF.
- Approving and signing decisions of appointment, promotion and termination of contracts for faculty members and administrative staff.
- Taking the necessary decisions to ensure the good management of all services provided by the USTF in compliance with legal frameworks and assurance of institutional effectiveness requirements.
- Ensuring effective coordination between academic programs, research activities and administrative operations at the University.
- Enhancing the quality, variety and scope of academic programs offered by the University.
- Providing leadership in enhancing the standing and positioning of the University locally and regionally.
- Overseeing the development and effective implementation of academic and operational policies and procedures.
- Overseeing the development and effective implementation of the strategic plan of the University for the period 2018-2023.
- Developing strong ties and impactful agreements and partnerships with the public and private institutions.

- Signing degree certificates granted by the University and presiding at the convocation ceremonies and conferring degrees.
- Reviewing and signing financial contracts, contractual agreements and Memorunda of Understanding (MOUs).
- Approving and signing decisions of appointment, promotion and termination of contracts for faculty members and administrative staff.
- Approving investment budgets, operational expenses and capital expenditures and managing bank accounts of the University within the limits set by the Board of Trustees.
- Providing leadership for fundraising by establishing connections and access to public and/or private funders to secure funds in support of the mission, vision and goals of the University.
- Representing the University before courts or tribunals in the United Arab Emirates or internationally.
- Representing the University before local and federal authorities in the UAE.
- Issuing official letters that may be requested by the University employees and students.
- Appointing lawyers and legal advisors to represent the University before governmental and non-governmental organizations.
- Preparing and submitting periodical reports and recommendations regarding programs, activities and services of the University to the Board of Trustees.
- Managing bids and tenders and signing contracts of construction for the development of new University facilities.
- Reporting to the BOT on the financial situation of the University and preparing the general budget of USTF and its final statement at the end of the fiscal year.
- Any other authorities as may be delegated by the Board of Trustees.

Vice Chancellor for Academic Affairs (VCAA):

The Vice Chancellor for Academic Affairs (VCAA) ensures excellence in teaching and learning and providing cutting-edge services and operations to USTF stakeholders. In addition, this position is aligned with best practices of good governance in academic institutions. The Vice Chancellor for Academic Affairs (VCAA) leads the University in its academic planning and in the setting of academic values, policies, and practices. One of the core responsibilities of VCAA is promoting advancement programs on campus and building internal and external relationships with the main goal of significantly increasing the community involvement and securing support for the University. The VCAA is the principal provider of academic leadership to all Colleges Deans, and all the support service units within the academic structure that support the academic mission. The VCAA is responsible for developing a performance culture that promotes University's objectives, program innovation, new learning technologies and teaching excellence and stimulating a high level of scholarly productivity. The VCAA oversees the administrative practices associated with enrollment, course offerings, tuition, student fees, and the policies and values that guide these endeavors. The VCAA shall assume the following roles and responsibilities.

- Assisting the Chancellor with the management of the academic functions of the University.
- Providing leadership at the academic level to the whole University.
- Providing leadership in achieving the university's strategic goals, particularly in relation to teaching, learning and research.
- Overseeing academic policy development and implementation.
- Overseeing and working collaboratively with deans to develop academic curricula and programs; and coordinate with deans to plan, evaluate instructional facilities to support teaching and learning activities.
- Developing, implementing and monitoring quality assurance systems that will maintain the highest standards in teaching, learning and research.
- Formulating and recommending policies and standards to govern the conduct of instruction and related matters of the University.
- Making recommendations on accreditation issues and follow-up.
- Maintaining academic Standards adopted by the CAA, together with the appropriate standing councils and committees.
- Representing the University on matters related to the university academic affairs.

The Vice Chancellor for Academic Affairs shall oversee the following units:

- Council for Academic Affairs;
- Colleges;
- Deanship of Graduate Studies and Research;
- Deanship of Student Affairs;
- Office of Admission and Registration;
- Library and Learning Resources;
- Office of International Academic Affairs;
- Training and Continuing Education Center (TCEC);
- Office of Alumin, Career Counseling, and Events; and
- Student Housing.

Vice Chancellor for Administrative and Financial Affairs (VCAFA):

In alignment with USTF mission, vision, and strategic plan 2018-2023, the office and position of Vice Chancellor for Administrative and Financial Affairs (VCAFA) has been created with responsibility for scholarship, annual funds, major gifts, endowment, and special events. The Vice Chancellor for Administrative and Financial Affairs (VCAFA) serves as a strategic advisor to the Chancellor and support the mission and goals of the University by recommending financial objectives, policies, programs, and practices that ensure a sound financial structure for the University. The VCAFA in oversees and ensures a sound administrative structure and is responsible for developing a long-term sustainable economic model, which ensures the viability of the University. The VCAFA provides management oversight for financial planning, budgeting and budget analysis, accounting and business operations, finance controls and reporting, campus maintenance and development, risk management and facilities operation.

The VCAFA is responsible for the development of a strategic plan for the University that covers overall communications; this encompasses a hands-on role in the execution of social media, website content and design, messaging, and marketing activities. The main duties of the Vice Chancellor of the Administrative and Financial Affairs include, but not limited to, the following:

- Developing and implementing effective operational systems and policies for all non-academic matters.
- Overseeing and ensuring effectiveness of all internal operations including finance, human resources for non-academic staff, information technology, procurement and university facilities.
- Ensuring that USTF finances, costing and reporting systems are effective.
- Ensuring that all departmental operations, policies and procedures comply with legal requirements and with USTF's policies and procedures.
- Serving as liaison between the Chancellor, management staff, academic, students, and the general public by replaying messages, clarifying information and resolving problems;
- Reviewing and proofreading university documents for accuracy and completeness as well as consistency with organizational policy;
- Producing briefing materials and drafting papers on all significant matters, which require the Chancellor's attention;
- Maintaining an effective and efficient flow of information between the Chancellor and internal/external stakeholders on a variety of initiatives and special projects to ensure progress as per expectations;
- Processing large volume of incoming correspondence, invitations and drafts appropriate responses for the Chancellor's signature based on knowledge of activities and priorities;
- Making recommendations for maintenance and enhancements to the Human Resources system related to payroll and employee benefits;
- Performing related duties as assigned by the Chancellor.

Vice Chancellor for the Administrative and Financial Affairs shall oversee following units:

- Office of Human Resources;
- Office of Development and Sustainability;
- Office of Information Technology;
- Office of Finance;
- Office of Budget and Planning;
- Office of Public Relations;
- Office of Marketing and Communication;
- Office of Procurement;
- Office of Medical Services;
- Office of University Facilities;
- Office of Scholarship and Financial Aid; and
- Documentation Center.

Related Policies

- Executive Committee Policy
- Board of Trustees Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	11/06/2019	Approval as a New Policy	Chancellor	EC	BOT
V 2.0	08/02/2021	Approval of Updated Policy	Chancellor	EC	BOT
V 3.0	06/02/2023	Approval of the Updated Policy	Chancellor	EC	BOT

Vision and Mission Development, Revision, and Approval Policy

Policy Name	Vision and Mission Development, Revision, and Approval Policy		
Policy Owner	Chancellor	Reviewed	5 Years
Approved By	Board of Trustees	Approval Date	

Definition

According to the 2019 CAA Standards, a higher education institution (HEI) must have a has a vision statement that articulates the long-term aspirations of the institution. While the HEI's mission must fulfill the followings:

- describes the institution accurately, including its distinguishing characteristics, the students, and other stakeholders it seeks to serve, and its relationship to the wider community;
- is approved by the governing body;
- is periodically re-evaluated to assess its currency and its usefulness in providing overall institutional direction;
- provides overall direction to institutional planning; and
- is widely disseminated to the institution's constituencies.

Purpose

The purpose of this Policy is to define the procedure and responsibilities for the development and review of the vision and mission statements of University of Science and Technology of Fujairah (USTF).

Scope

This policy is applicable to USTF stakeholders including university administration, faculty members, administrative staff, students, alumni, guardians as well as external community related to the University.

Definitions

- **Approving body:** The relevant body that has authority to approve these policies and procedures.
- **Policy:** A formal statement, which gives effect to USTF principles, values, procedures, requirements, and strategic goals and improves the University's risk management.
- **Policy Owner:** The department or individual responsible for developing, implementing, revising, and maintaining a policy.
- **Policy Approval:** USTF individual, council, or a committee responsible for overseeing implementation, revision, and maintenance of a policy in collaboration with the policy owner.
- **Procedure:** A high-level description of all essential steps and responsibilities, and a brief explanation on how work is organized to achieve the policy.

1. Development Process

USTF is committed to providing high quality degree programs and services to its students, focusing on the needs of students, parents, alumni, as well as the job market in the UAE and the region. The current USTF's vision and mission statements are described in the following:

Vision

USTF adopts focused, concise, and clear vision of measurable goals, objectives, and actions. Integrating cutting-edge learning, impactful research, and effective community engagement to serve the people of the UAE and the region is the cornerstone of USTF vision and mission. This integration augments capacity building, enhances students' learning outcomes, increases competencies of USTF community, improves research productivity and commitment to the public good. In addition, emphasis on impactful research illustrates USTF's intellectual contributions in terms of quality, applicability, and positive reflection. Furthermore, the vision explicitly emphasizes the proactivity of the University to reflect its innovative approach to bring in new ideas, domains, and prospects in higher education in the UAE and the region.

Vision Statement

University of Science and Technology of Fujairah (USTF) aims to be a proactive university in creating and integrating cutting-edge learning, impactful research, and effective community engagement to serve the people of the UAE and beyond.

Mission

USTF adopts the following mission, which has been developed to tackle important dimensions. USTF mission aims at offering a wide range of academic programs that satisfy the needs of students, alumni, labor market and the community. The mission also aims to qualify graduates with creative minds and a high level of professional skills and social responsibility to contribute to the sustainable development of the UAE, the region, and the world.

Mission Statement

University of Science and Technology of Fujairah (USTF) is a multicultural university offering a wide range of academic programs that satisfy the needs of students, alumni, labor market and the community. USTF develops graduates prepared for a technology-driven world intellectually, professionally, and societally to make significant contributions in the national, regional, and global arenas.

In addition to the Vision and Mission, the University has also adopted the following core values and institutional goals to guide and shape all USTF programs, activities, and services.

2. Revision Process

USTF is currently reviewing its vision and mission statements as part of its strategic plan preparation for the period 2023-2028. For this purpose, USTF's Chancellor has

formed Strategic Planning Committee with the following terms of reference and membership:

Strategic Planning Committee

Strategic Planning Committee (SPC) Follow up the Strategic Plan Implementation plan, according to actions, key performance indicators (KPIs), duration, and person(s) in charge, and prepare annual achievement report and an annual improvement action plan.

a. Terms of Reference

- Conducting a SWOT analysis of the university's strengths, weaknesses, opportunities, and threats, in addition to risk assessment.
- Reviewing the vision, mission, strategic goals, and objectives of the University based on the results of the SWOT analysis of the University, its strategic and competitive position, and current and future challenges, with the participation of all stakeholders inside and outside the University.
- Developing the university's strategic plan through the participation and discussion with of all stakeholders inside and outside the University to achieve the university's vision, mission, goals, and strategic objectives, and approval of the results.
- Developing an implementation plan to achieve the strategic plan of the University.
- Developing the time plan for achievement of the implementation plan of the strategic plan
- Follow up the executive for the implementation plan of the strategic plan and prepare an annual report showing what has been implemented and improvement action plans for what has not been implemented.

b. Membership

- Chancellor (Chair);
- Vice Chancellor for Academic Affairs (VCAA);
- Vice Chancellor for Administrative and Financial Affairs (VCAFA);
- College Deans;
- Financial Controller;
- Supervisor, Office of Human Resources;
- Supervisor, Office of Institutional Planning and Effectiveness;
- President, Male Student Council;
- President; Female Student Council; and
- Secretary (Rapporteur).
- The Planning Committee (SPC) has met for discussion of the revision of USTF's vision and mission statements, and formed an ad doc Focus Group from among the SPC members, for the following purposes:
  - Submit draft vision and mission statements.
  - Prepare a timeline for achievement of USTF's 2023-2028 Strategic Plan

- The Focus Group has submitted proposals for the revised USTF's vision and mission statement, in addition to timeline.
- SPC has met again and discussed the revised USTF's vision and statements and the timeline for preparation USTF's 2023-2028 Strategic Plan, prepared by the Focus Group.
- USTF's vision and mission statements shall be approved according to USTF's approval procedures.
- Following the approved vision and mission statement, the revised USTF's Strategic Plan and Strategic Plan Implementation shall be developed, with participation of all USTF stakeholders.
- Formal reviews normally occur every five years in the context of USTF's Strategic Plan (2018-2023), or more frequently if deemed necessary by the Chairman of USTF's Board of Trustees.
- Review of USTF vision and mission statements are overseen by USTF Chancellor and conducted through a collaborative process of engagement and consultation. Students, faculty, staff, and strategic institutional stakeholders provide inputs to the process at appropriate levels of the governance structure before the revision proposal is sent to the Board of Trustees for approval.
- USTF vision and mission statement were set in accordance with the 2019 Commission for Academic Accreditation (CAA) *Standards* for Institutional Licensure and Program Accreditation, as specified Standard (1).

3. Approval process

- Approval of USTF's vision and mission statements is the responsibility of the university's Board of Trustees, following recommendation USTF's Executive Committee (EC).
- USTF vision and mission statements are usually drafted, reviewed, and revised during the preparation of USTF Strategic Plan, which is usually set for 5 years.
- Should the need arise to consider revision to USTF vision and mission statements outside the scheduled timing, this will be considered only in response to the directions USTF's BoT Chairman.

Related Documents and Policies

- USTF Strategic Plan 2018-2023
- Vision, Mission, and Core Values

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	Chancellor	EC	BOT
V 2.0	04/10/2022	Approval of the Updated Policy	Chancellor	EC	BOT
V 3.0	06/02/2023	Approval of the Updated Policy	Chancellor	EC	BOT

2 | Quality Assurance Policies

Quality Assurance Policy and Procedures

Policy Name	Quality Assurance Policy and Procedures		
Policy Owner	Office of Institutional Planning and Effectiveness	Reviewed	Annually
Approved By	Chancellor	Approval Date	

Policy Statement

University of Science and Technology of Fujairah (USTF) is committed to excellence and is fully engaged in on going quest for continuous assessment, critical evaluation and self-improvement of academic units, non-academic units, and the University at large. The focal and central purpose of OIPE is to document quality and effectiveness by employing a comprehensive system of evaluation of all units, dissemination of evaluation results and following up corrective actions and continuous improvement plans.

Purpose of Policy

This policy explains the role of the Office of Planning and Effectiveness (OIPE) in achieving the university's mission and strategic goals. For this purpose, the OIPE ensures the effectiveness and continuous improvement of all offered programs, academic and administrative support services at USTF. The successful implementation of this objective will significantly contribute towards the attainment of University's strategic goals and its mission.

Policy Details

To maintain and further improve its level of commitment to academic standards, quality assurance, and continuous enhancement, the University shall strive to achieve the following objectives:

- Improving the process of collecting, organizing, and disseminating institutional data to become the sole provider of reliable and authentic institutional data.
- Preparing effectiveness reports based on the analysis of institutional data and suggesting actions to help achieve the strategic goals.
- Establishing a culture of evidence-based assessment, evaluation, and continuous improvement for all academic and non-academic units in the University.
    - Promoting actively a culture of evidence-based assessment, evaluation, and continuous improvement for all academic and non-academic units in the University.
    - Enhancing the understanding and implementation of new processes and procedures developed for continuous quality improvement and closing the loop.
    - Involving extensively faculty, staff, students and other internal as well as external stakeholders in the quality assurance process.
    - Increasing student representation and involvement in the decision-making process related to matters concerning their academic programs, relevant support services, and student life.

- Revising and updating thoroughly university documents to make them consistent and compliant with CAA Standards.
- Improving substantially the quality of documents prepared for initial accreditation and re-accreditation, as well as response reports submitted to the CAA.
- Organizing assessment workshops for both academic and non-academic units to enhance the understanding of new processes for continuous quality improvement and closing the loop.
- Assisting in improving the QS ranking of USTF.
- Making evidence-based recommendations to the university higher management, deans, and line managers for continuous quality enhancement.

Procedures

This policy shall apply to all academic areas and key administrative and support units of the University operations. USTF shall develop and utilize the necessary processes, templates/forms to regularly monitor, review and assess the effectiveness of all aspects of its operations and academic programs. The evidence-based outcomes of the quality assurance processes shall be used to make recommendations to college deans, office managers, and USTF's higher management for continuous improvement in the academic, administrative, and service areas:

Assessment of Academic Programs

- Selecting and designing instruments for performance measurement (for direct and indirect assessment).
- Assessing the achievement of course learning outcomes (CLOs) for all offered courses in each semester.
- Assessing the achievement of program learning outcomes (PLOs) of all academic programs.
- Evaluating students' overall satisfaction with their academic programs, teaching, and administrative and support services provided to them.
- Assessing alumni's satisfaction with the education received at the University.
- Assessing students' participation and satisfaction with their activities.
- Using assessment results to improve the teaching and learning environment at USTF.

Assessment of Administrative and Academic Support Units

- Reviewing and Developing units' missions and objectives.
- Mapping the unit objectives with university objectives.
- Selecting the unit key performance indicators (KPIs).
- Selecting and designing instruments for performance measurement (direct and indirect)
- Setting detailed assessment cycle.
- Collecting and analyzing data and compiling assessment results.
- Communicating of assessment results.
- Reviewing assessment results and developing approved remedial and improvement actions.

- Setting a plan for implementing improvement and remedial actions.
- Monitoring the implementation of the actions.

Support to Higher Management

- Providing analytical and technical assistance to USTF's higher management to support strategic planning and operational decision-making.
- Submitting effectiveness reports that support higher management in the preparation of self-studies and development initiatives.

Office of Institutional Planning and Effectiveness

For effective implementation of its quality assurance policy, the University has established the Office of Institutional Planning and Effectiveness (OIPE), which is headed by a unit supervisor who reports directly to the Chancellor. The role and responsibility of OIPE are summarized below.

Role of OIPE

The OIPE is entrusted with establishing a culture of evidence-based assessment, evaluation, and continuous improvement for all academic and non-academic units of the University. It shall collect, analyze, and disseminate authentic institutional data, and monitor the assessment and continuous improvement processes of all units of the University, and evaluate their outcomes, with the aim of achieving the strategic goals and the mission of the University.

The OIPE shall be responsible for:

- Ensuring effective implementation of university's quality assurance policy across all units
- Monitoring, coordinating, and providing support for all assessment processes for academic and non-academic units.
- Overseeing the functioning of all assessment-related committees.
- Evaluating students' overall satisfaction with academic and administrative services.
- Evaluating satisfaction of faculty and staff concerning matters of their interest.
- Overseeing the outcome of alumni's satisfaction with the education they have received at the University.
- Analyzing assessment data and reviewing assessment reports.
- Preparing the annual effectiveness report based on effectiveness reports received from all academic and non-academic units.
- Preparing assessment-based recommendations for colleges, administrative and support units
- Monitoring the implementation of recommendations and remedial actions.

Institutional Research

To produce useful institutional information as an aid to the strategic and operational decision-making process, institutional research stands as the main integral part of the OIPE activities.

The institutional research activities are carried out regularly to meet the assessment cycle of the University. The activities could be summarized as the following:

- Providing analytical and technical support to USTF management to support strategic planning and operational decision-making.
- Producing the University Fact Book, in cooperation with the Office of Admissions and Registration, which is available for use by all members of the university community.
- Providing data to the Center for Higher Education Data and Statistics (CHEDS).
- Creating and maintaining databases of student enrolment, academic performance, retention, attrition, and graduation rates.
- Producing annual university reports.

Institutional Planning and Effectiveness (IPEM) Model

Institutional Effectiveness is an ongoing process integrating assessment planning, systematic data gathering, analyzing, and interpreting the data to improve the quality of academic programs as well as to enhance the performance of various units and operations supporting the academic programs. To implement best academic practices, the OIPE shall adopt a well-designed Institutional Effectiveness Model (IPE Model). This model shall provide USTF with the capability to determine whether the objectives of its academic, student, and administrative service units, and the learning outcomes of its academic programs and courses, are being met. The IE model, as shown in Figure 2 below, shall be implemented across all units (academic and non-academic), and details of the main components of the assessment process are described in detail in the quality assurance manual.

Main components of the assessment process are as follows:

- Developing college mission and goals aligned to university mission and goals.
- Developing department/program mission and goals aligned to the College mission and goals.
- Developing program learning outcomes (PLOs).
- Ensuring that the programs learning outcomes (PLOs) are aligned to UAE's QF-Emirates and consistent with the CAA standards.
- Developing course learning outcomes (CLOs) and their mapping matrix to the program learning outcomes (PLOs).
- Selecting and designing assessment instruments for program learning outcomes and course leaning outcomes which include:
  - Direct assessment instruments.
  - Indirect assessment instruments.
- Setting benchmarking criteria for the achievement of program goals, program learning outcomes and course learning outcomes.
- Conducting detailed assessment cycle.
- Analyzing data and assessment results.
- Distributing of assessment results.

- Reviewing assessment results and developing remedial and improvement actions as well as highlighting best practices to be sustained or adopted.
- Setting a detailed plan for implementing improvement and remedial actions.
- Monitoring the implementation of the actions and closing the loop.

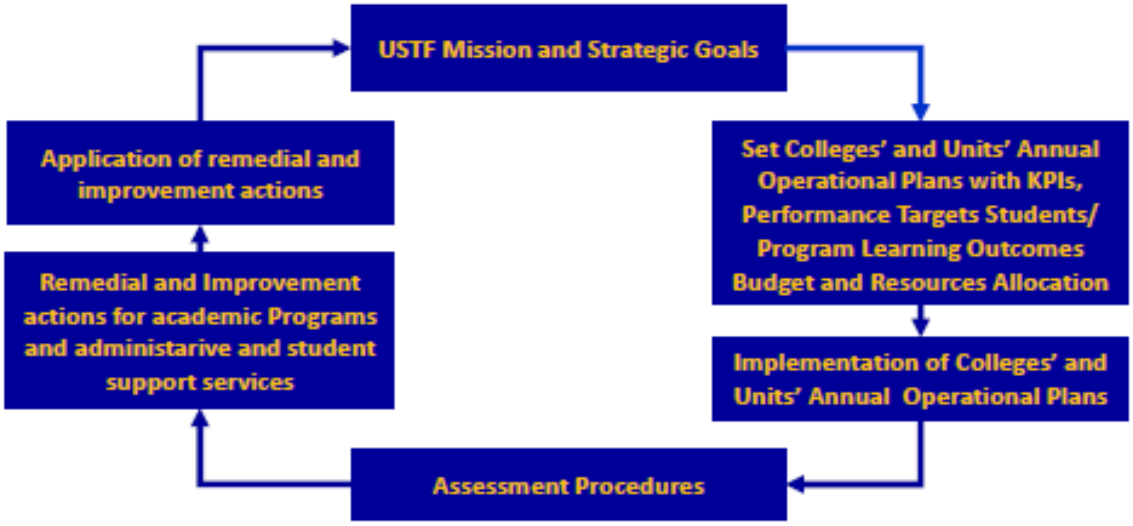

Figure 2 Institutional Planning and Effectiveness (IPE) Model.

Related USTF Policies

- Institutional effectiveness policy and procedures.

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	Office of Institutional Planning and Effectiveness	Chancellor	BOT
V 2.0	08/02/2021	Approval as Updated Policy	Office of Institutional Planning and Effectiveness	Chancellor	BOT
V 3.0	06/02/2023	Approval as Updated Policy	Office of Institutional Planning and Effectiveness	Chancellor	BOT

Implementation and Monitoring of Improvement Plan Policy

Policy Name	Implementation and Monitoring of Improvement Plan Policy		
Policy Owner	Office of Institutional Planning and Effectiveness	Reviewed	Annually
Approved By	Chancellor	Approval Date	

Policy Statement

USTF consistently applies assessment and evaluation of all academic and non-academic units, with close monitoring to the implementation of their improvement action plans to close the loop, leading to continuous quality improvement of academic programs as well as of administrative and support services to reach the aim of achieving the strategic goals and the mission of the University.

Purpose of Policy

The purpose of the Implementation and Monitoring of Improvement Plan Policy at USTF is to ensure the effectiveness and continuous improvement and of all offered programs, academic and administrative support services provided by the university. To close the loop of the assessment cycle, the policy focuses on closely monitoring the implementation of improvement action plans. Through this process, USTF shall be able to track progress towards its goals and take the necessary improvement action plans for continuous improvement of its programs and services.

Procedure

For effective implementation of its Quality Assurance Policy, USTF consistently applies the IPE Model for assessment and evaluation of all academic and non-academic units. Application of this model will lead to continuous quality improvement of academic programs and administrative and support services for closing the loop, with the aim of achieving the strategic goals and the mission of the University. The flowchart depicting this process is shown in Figure 3 below.

Assessment Process

The Office of Institutional Planning and Effectiveness (OIPE) at USTF is responsible for continually assessing all programs and support services in accordance with the process described in the Quality Assurance Manual. This manual provides tools and guidelines to academic, administrative/supporting departments for developing and implementing their assessment plan for continuous improvement. The assessment process is a requirement for all units and its implementation is closely monitored by OIPE, with the support of various standing committees such as the Institutional Effectiveness Committee (IEC), the Assessment and Continuous Improvement Committees (ACICs), and the College Effectiveness Committees (CECs). To assist the faculty and staff in properly carrying out the assessment process, the OIPE organizes several assessment workshops on annual basis for USTF's faculty and administrative staff.

Assessment Outcomes

- The assessment procedures shall evaluate the extent to which the Key Performance Indicators (KPIs) of units and PLOs of academic programs have been achieved.
- Based on the evaluation results, remedial and improvement actions for academic programs as well as administrative and student support services shall be identified.
- The loop shall be closed by assessing the impact of these remedial and improvement actions.
- The evaluation results help in improving the academic programs as well as the support services, effective allocation of budget and resources, revision/refinement of strategic goals and mission, and above all continuous improvement of programs and services.

Figure 3 USTF Institutional Effectiveness Flowchart

Assessment of improvement action Plan

- At the end of each cycle, all units will be assessed based on their achievement of the KPIs. This achievement will evaluate the extent to which each unit has achieved, in progress, or has not achieved its KPIs.
- If the unit's KPIs are not achieved or in progress, this unit is required to submit an Action Plan for unachieved or in-progress KPIs within a defined timeline.
- The OIPE shall be responsible for monitoring the implementation of the Actions Plans and closing the loop.
- Upon completion of the action plans, OIPE will submit Annual Effectiveness Reports to USTF's Higher Management detailing the progress made by each unit in meeting its KPIs.
- These reports will provide insight into the overall effectiveness of all university units and help in decision-making at higher levels of the University.

Related USTF Policies

- Quality assurance Policy and Procedures

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	OIPE	Chancellor	BOT
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V 3.0	06/02/2023	Approval as Updated Policy	OIPE	Chancellor	BOT

3 | The Educational Programs Policies

Academic Planning Processes and Responsibilities Policy

Policy Name	Academic Planning Processes and Responsibilities Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

USTF believes that a good academic planning is an essential element for the sustainability of the University. Thus, it is important to have a detailed plan for academic planning processes and responsibilities. Academic planning process recognizes that academic departments are where the core student experience is lived out, and where academic expertise resides. The planning process therefore needs to be open and transparent to improve dialoguing and understanding between USTF academic departments, administrative offices, and service units. This policy ensures that USTF remains successful and dynamic to meet the requirements of the challenging environment among higher education institutions.

Policy Purpose

USTF seeks continuous improvements in several areas, including improvements in academic programs and supporting services, while maintaining an effective allocation of budget and resources, and revision and refinements of academic strategic goals. The aim of this policy is to outline the academic planning process, involved personnel and their roles and responsibilities related to the academic planning process.

Policy Details

1. **USTF Academic Planning Process**

   USTF academic planning process includes the assessment of the program effectiveness, program learning outcomes, and the objectives of the administrative and support units. The purpose of this assessment is to determine the extent to which they are achieved in an academic year. The assessment results obtained are used as the bases for making changes for continuous improvements using assessment results for closing the loop across all academic and non-academic units in the University. Below are the following steps to close the loop of the assessment cycle:

   - Course level assessment.
   - Course level data analysis and determination of the degree of achievement of the course learning outcomes (CLOs).
   - Instructor course assessment report (ICAR).
   - Course level recommendations and remedial actions.
   - Program outcomes assessment (PLOs).
   - Benchmarking against best local and international practices.
   - Program outcomes recommendations and remedial actions report.
   - Program effectiveness report.
   - Communication of assessment report.
   - Distribution of assessment results.
   - Implementation of assessment recommendations.

- Following up of the implementation of assessment recommendations and remedial actions.

2. Academic Planners

The process of the academic planning involves coordination between several USTF academic personals, below are the main participants in the academic planning process at USTF:

a. Vice chancellor of Academic Affairs

The Vice Chancellor for Academic Affairs (VCAA) is the principal provider of academic leadership for all colleges of the University, and all the support service units within the academic structure that support the academic mission. The VCAA is responsible for developing a performance culture that promotes excellence in teaching and learning, scholarly activities, innovation, and new learning technologies. The Vice Chancellor for Academic Affairs oversees the following units:

- Colleges
- Deanship of Graduate Studies and Research
- Deanship of Student Affairs
- Office of Admissions and Registration
- Library
- Office of Planning and Institutional Effectiveness (OPIE)
- Training and Continuing Education Center (TCEC)
- Office of International Academic Affairs (OIAA)

b. Council for Academic Affairs

The Council for Academic Affairs (CFAA) oversees the development and implementation of the university's education strategy and is responsible for driving the development of the University's academic portfolio and associated academic policies. The council of Academic affairs consists of following members:

- Vice Chancellor for Academic Affairs (Chair)
- Supervisor of OIPE (Member)
- All College Deans (Members)
- Dean of Graduates Studies and Research (Member)
- Dean of Student Affairs (Member)
- Dean of Admission and Registration (Member

c. College Deans

College deans are responsible of the administration and conduction of an efficient educational programs of the college and aligning the plans of the college with those of the University.

d. Program Coordinators

Program Coordinators are faculty members that are assigned as to manages the academic aspects of the program, including but not limited to curriculum development, assessment and updating. Program Coordinators are part of a university academic leadership team, with responsibility for leading and coordinating the development of new degree programs.

e. Faculty Members

Faculty members are the key academic assets of USTF. Faculty members, develop, evaluate, and update all educational programs periodically. USTF faculty members are mainly involved in the process of revising and updating courses and curricula. They are also involved in the process of developing laboratories, training programs, and other related aspects of an academic program.

f. Office of Institutional Planning and Effectiveness

Office of Institutional Planning and effectiveness (OIPE) overseas all USTF units, by providing continuous improvements for all USTF academic and non-academic units and ensures that high quality performance is achieved.
The Office of Institutional Planning and Effectiveness (OIPE) is structured around four highly coordinated activities namely:

- Institutional Research
- Institutional Planning and Effectiveness
- Accreditation and University Ranking.
- Quality Assurance.

At the present, the university Chancellor heads the Institutional Effectiveness Committee (IEC) that is tasked with implementing the assessment and evaluation processes at all levels in the University and ensuring continuous quality improvement.

3. Roles and Responsibilities of the Academic Planners

The roles of the main participants in the planning process are outlined below:

a. Vice chancellor of Academic Affairs

- Assisting the Chancellor with the management of the academic functions of the University.
- Providing leadership at the academic level to the whole University.
- Providing leadership in achieving the university's strategic goals, particularly in relation to teaching, learning, and research.
- Overseeing the development and implementation academic policies.
- Overseeing and working collaboratively with college deans to develop academic curricula and programs; and coordinate with the deans to plan, evaluate instructional facilities to support teaching and learning activities.

- Developing, implementing and monitoring quality assurance systems that will maintain the highest standards in teaching, learning, and research.
- Formulating and recommending policies and standards to govern the conduct of instruction and related matters of the University.
- Making recommendations on accreditation issues and follow-up.
- Together with the appropriate standing councils and committees, maintaining academic standards adopted by the CAA of MoE in the UAE.
- Representing the University on matters related to higher education.

b. Council for Academic Affairs

The Council for Academic Affairs (CFAA) oversees the development and implementation of USTF educational strategy with its associated policies and procedures, including but not limited to the following:

- Lead the strategic academic development of the university's portfolio and ensuring that associated academic policies are implemented consistently and effectively.
- Explore opportunities and initiate the development of academic programs.
- Advise on any matter related to academic affairs.
- Monitor and report annually on the implementation of the academic plan.
- Review, revise, and develop, as necessary, university-wide academic regulations, including but not limited to the academic schedule, registration, programs of study, examinations, and academic dishonesty.

c. College Deans

- Providing leadership for achieving the mission, vision, goals, and strategic plan of the college.
- Ensuring the highest standards of quality in teaching, scholarship/research, and academic development.
- Providing leadership in all academic matters, with responsibility for coordinating, evaluating, and improving curricula and programs.
- Facilitating goal setting by individuals, programs, departments, and the college in alignment with the University mission and strategic plan.
- Overseeing and enforcing the effective implementation of the academic policies, regulations and procedures and ensuring compliance with local and international standards.
- Establishing a working environment conducive to achieving individual, department and college goals.
- Effectively managing students' enrollment, faculty workload, utilization of spaces and teaching facilities in the College.
- Recruiting and retaining high quality faculty, staff and students while ensuring diversity.
- Implementing a fair and effective performance evaluation for faculty and staff.
- Developing college internal and external resources.

- Managing the college's financial affairs.
- Building partnerships with constituencies within and outside the University.
- Developing impactful engagement initiatives with professional and social communities.

d. Program Coordinators

- Coordination of student recruitment, advising, evaluation, and counseling, and regularly reviewing student records to identify students at risk, meeting with them to discuss the best approach to improve their performances.
- Continuously evaluating the well-being of the program, including review of course syllabi, student retention, feedback from student and alumni surveys, and assessment of students' achievement of learning outcomes.
- Leading activities required for any external program accreditation, including timely submission of reports and preparation, and monitoring of action plans for program improvement.
- Communicating regularly with primary stakeholders of the program for the purpose of resolving problems and obtaining feedback to be considered in program improvements.
- Processing complaints and suggestions about the program received from students, faculty, or staff, and develop responses to any issues that are identified.
- Communicating and coordinating with Program faculty members, stakeholders and others involved with the program.
- Liaising with the college dean for the approval of various student transactions, including credit transfer, leave of absence, change of major, withdrawal from program.

e. Faculty Members

There are three primary responsibilities for faculty members, which are:

- Teaching.
- conducting academic research.
- acquiring skills through ongoing training, and taking part in services towards:
  - Department
  - College or university
  - Academic and professional activities outside USTF
  - Contribution to students' co-curricular activities
- Responsibilities towards the development of their Department, College, and the University.

f. Office of Institutional Planning and Effectiveness

- Predicting academic success and ensuring adequate support services for students.
- Assessing the achievement of learning outcomes of all academic programs.

- Assessing the achievement of the objectives of support and administrative units.
- Evaluating students' overall satisfaction with their academic programs and administrative and support services provided to them.
- Assessing alumni/graduate satisfaction with the education received at the University.
- Using assessment results to improve the teaching and learning environment.
- Providing institutional research support for the university management.
- Ensure that assessment results are used in subsequent planning activities.
- Performing other duties such as providing data to management and colleges.
- Developing, implementing, and coordinating comprehensive plans for educational outcomes assessment.
- Exploring and verifying the suitability of the needs-assessment studies for new academic programs.
- Creating and maintaining a database of institutional information.

Related Policies

- Comprehensive Program Specification Policy
- Undergraduate Completion Requirements Policy
- Graduate Completion Requirements Policy
- Curriculum Approval and Revision Policy
- New Academic Programs Policy
- Distance Learning Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	VCAA	CFAA	BOT
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Comprehensive Program Specification Policy

Policy Name	Comprehensive Program Specification Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

The purpose of program specifications is to act as a definitive record of the program, setting out the program's intended aims and learning outcomes, structure, admission requirements, approaches to teaching and learning, assessment, and quality assurance. The program specifications are prepared in accordance with the CAA *Standards*, Annex 10: Program Specifications, which provide a full picture of the program.

Policy Purpose

The program specification (PS) is the main sources of information for students, employees, internal and external reviewers, stakeholders, and professionals. The PS also assists those involved in program development.

Policy Details

For each program offered, USTF provides a comprehensive specification document that:

- Represents a primary source of information for students and prospective students seeking an understanding of aprogram; what students need to have achieved to enter the program, what will be expected of them during the program, and what they will have achieved having taken the program.
- Assists those involved in program curriculum development to appreciate the structure of the programand its learning outcomes.
- Allows internal and external reviewers to understand the program's learning outcomes, structure, and approach.
- Acts as a source of information for employers, particularly about the skills, knowledge, and aspects of competencies that they can expect from graduates of the program.
- Assists institutions in communicating essential program information to external stakeholders, such as professional bodies.
- Provides a guidance for receiving feedback from students on the extent to which they perceived that the learning opportunities were met.

Each program specification should include:

- Program title and program code/number.
- Authoring team.
- Date of document prepared.
- Dates of initial accreditation of the program and, where appropriate, subsequent renewal of accreditation of the program.
- Dates of international accreditation and subsequent renewal of accreditation, if applicable.

- Academic unit(s) delivering the program.
- In cases of interdisciplinary or jointly offered programs, the academic unit primarily responsible for the program.
- Delivery support partner (as applicable).
- Delivery mode(s).
- Educational aims of the program.
- Program learning outcomes.
- Completion requirements.
- Program structure.
- Support for students and their learning.
- Criteria for admission.
- Facilities, including laboratories, studios or other specialist resources supporting the program.
- Methods for evaluating and improving the quality and standards of teaching and learning.
- Assessment plan for program learning outcomes.
- Indicators of quality and standards.
- Program matrices or schematic showing:
  - The schedule of delivery.
  - Program learning outcomes mapped to course learning outcomes.
  - Program learning outcomes mapped to descriptors of the QFEmirates for the appropriate programlevel.
  - Teaching and learning methods.
  - Assessment methods.

Implementation

- The program coordinators are responsible for ensuring that the requirements of this policy are communicated effectively and are supported by appropriate administrative arrangements and documentation. The program specification shall be prepared using the template provided by the Office of Institutional Planning and Effectiveness (OIPE) and shall be amended from time to time in accordance with the changes and development of the program and/or the CAA *Standards*.
- It is the responsibility of program coordinator to maintain and update their program specifications. The final version of program specifications document should be reviewed and ratified by the college dean.

Related USTF Documents

- USTF University Catalog

Related USTF Policies

- Curriculum Approval and Revision Policy
- New Academic Programs Policy
- Course File Policy

- Course Syllabus Policy
- Distance Learning Policy

Document History

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Undergraduate Completion Requirements Policy

Policy Name	Undergraduate Completion Requirements Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

According to the 2019 CAA Standards, completion of an undergraduate program, the program requires a certain number of credit hours, or equivalent, consistent with the best international practices for similarly named programs. Also, the program must have a well-articulated and measurable outcome that are consistent with the university's mission.

Policy Purpose

This policy outlines the procedure to be followed by admitted undergraduate students until their graduation and describes how the graduation requirements, as approved in the accreditation of the program by the CAA, are implemented. Furthermore, it also includes how completion of the requirements of a degree is assessed.

Definitions

Bachelor's degree: In the UAE, a Bachelor's degree normally requires at least four but no more than five years of full-time study, with a minimum of 120 semester credits (or equivalent). The maximum number of hours may vary, but many Bachelor's degrees in professional fields, such as engineering or dentistry, require five years of study and at least 150 semester credits (or equivalent).

Articulation: The documented relationship between qualifications and programs, agreed through a process of comparison between qualifications and their respective outcomes, often with a view to facilitating learner progression.

Competency: The proven ability to use knowledge, skills, and other abilities, within a context of a system of values, to perform a function against a given standard in work or study situations, and in professional and/or personal development. In the QFEmirates, 'competence' is described in terms of autonomy and responsibility, self-development, and role in context.

Credit Hours System: The academic credit provides a basis to measure the amount of engaged learning time expected of a typical student. A credit, or credit hour, is a unit of measurement defining the student's overall effort towards attaining a qualification.

Curriculum: The term refers both to the range of courses offered by an institution, and to a set of related courses constituting an area of specialization, such as the computer science curriculum or the civil engineering curriculum.

Learning Outcomes: In the context of QFEmirates, this refers to knowledge, skills, and aspects of competence that a learner is expected to know and be able to do at each level of a qualification. It that can be applied to an undergraduate qualification.

Addition of the program on the Registration system

a. Once the program is awarded initial accreditation from the CAA, the Dean of the

college sends to the Director of the Office of Admissions and Registration the following:

- The final list of all courses in each category: Compulsory and elective courses of General Education courses, College courses, Major courses, and Minor courses when applicable.
- The detail of each new course: course number, credit hours, contact hours of Lectures, Lab sessions, and Tutorial sessions per week, pre-requisite course(s), level of study.

b. Once the Office of Admissions and Registration enters the program on the system, a printout of the entered study plan on the system is submits to the Director of the Office of Admissions and Registration.

c. The Director of the Office of Admissions and Registration ensures that the entered study plan complies with the CAA standards:
   - It contains 24 credit hours of General Education,
   - The number of credit hours of Major courses adds up to at least 30 credit hours,
   - Minor courses add up to at least 15 credit hours if applicable,
   - The total number of credit hours of the program is as approved by the CAA: not less than 120 credit hours for Bachelor Programs.

d. The Director of the Office of Admissions and Registration sends a hard copy of the study plan to the Dean of the college for approval.

e. Once the approval of the Dean is obtained, the Director of the Office of Admissions and Registration sends the list of the details of new courses along with their fees to the Finance Department to enter on the system.

f. The Director of the Office of Admissions and Registration activates the new program on the Registration system so that admission to the program can be opened, and its courses could be planned on the Timetable module of the Registration System.

Courses to be taken outside USTF

a. Students can benefit from USTF MOUs with other institutions. USTF allows its non-transferred students to take some courses of their study plan in accredited institutions in the UAE or abroad during their studies.

b. Most of the courses, that could be studied outside USTF, must be credit hours courses of the first 3 years in the respective study plan.

c. The transferred courses should not, in any case, include more than 49% of the credit hours of the program.

d. Under no circumstances, the Dean of the college and the Director of the Office of Admissions and Registration will grant approval to study more than 12 credit hours of the last thirty credit hours of the program outside USTF.

e. The academic advisor and the Registration officer in charge are responsible in following up the academic progress of the student, to avoid delays in the student's graduation.

Follow up of graduating students

a. At the end of the add and drop period of each semester, the Director of the Office of

Admissions and Registration sends to the Dean of each college, the list of graduating students along with their transcripts, registered courses during that semester, and the pre-graduation form to be signed by the academic advisor.

b. For each graduating student, the academic advisor fills in the pre-graduation form whose content mainly is a detailed checklist whose aim is to check if the earned courses along with the registered courses during the current semester cover all the requirements for graduation (Compulsory and Elective courses of each category) subject to passing currently registered courses. The form also contains a section concerning equivalent courses that were taken based on approved request form, which is kept in the student's file at the Office of Admissions and Registration.
c. In parallel, each registration officer reviews the academic records of graduating students and compares them to the official study plan of the program.
d. Well before the end of the semester, each registration officer compares the results of his/her analysis with that of the academic advisor. In case of discrepancy, he/she transfers the case to the Director of the Office of Admissions and Registration who will in turn discuss the case with the Dean of the College.
e. Finally, for each program, the list of graduating students' names and IDs is compiled by the Office of Admissions and Registration before the end of the semester.

Follow up of approved graduating students after announcements of end of semester results

a. Once the results are announced, the Director of the Office of Admissions and Registration sends to the Dean of each college:
   - The list of graduating students, along with their final Transcript, whose CGPA is 2.0 or more
   - The list of graduating students that completed all courses but their CGPA is less than 2.0. These students will be asked by the academic advisor to re-take courses from their study plan to raise their CGPA to 2.0 or more.
   - The list of graduating students who failed one or more courses during their last semester.
   - These students may ask for a re-sit exam if they have failed in one course and it is the last course required for graduation. Otherwise, they will re-take the courses during the following semester.
b. After coordination with the Director of the Office of Admissions and Registration, the Dean of the college sends the list of the graduates to the Council for Academic Affairs of the University for approval.

Change of student status from Regular to Graduating student

a. Each Registration officer shall change the status of the student to a graduate student after ensuring that:
   - The name of the student is in the approved list of graduates.
   - The individual report of the student is signed by the academic advisor, and the Dean of the College.

- The most recent personal data (filled in by the graduating student in the graduation form) are consistent with the existing ones on the system.
- The student submitted his/her clearance sheet.

b. The Director of the Office of Admissions and Registration sends the list of declared graduates to the Deans of the Colleges including the following information: ID, Name, earned credit hours, CGPA, and program.

c. The Director of the Office of Admissions and Registration is responsible for publishing the list of graduates online to be used by the Department of Programs and Certification of the MoE before the distribution of graduation certificates.

Important

a. Changing the name of the graduate is not allowed once the graduate has been issued his/her graduation certificate even if he/she presents an official document.

b. A Graduate cannot be re-enrolled in the same program to raise his CGPA if he/she had been issued his/her graduation certificate.

Graduation Certificates

a. Each graduate will be given a Graduation Certificate in Arabic and English.

b. The certificate shows the Merit that corresponds to the student's CGPA according to the following scale:

Scaling System for Graduation

Cumulative GPA	Merit
From 3.8 to 4.0	Excellent with Merit
From 3.6 to less than 3.8	Excellent
From 3.0 to less than 3.6	Very Good
From 2.5 to less than 3.0	Good
From 2.0 to less than 2.5	Satisfactory

a. One of the two graduation certificates contain the Security Chip.

b. Each graduate is entitled to a Wall Graduation Certificate in either Arabic Language or English Language depending on the Medium of Instruction of the program. This certificate is distributed during the Graduation Ceremony.

Time Allowed for Completion of a Degree Program

a. The maximum time for a student in which he/she may complete a degree program is double the regular number of required semesters. In other words, a four-year bachelor's degree must be completed in a maximum of 16 regular semesters of enrolment in the program (not including summer terms). Suspended semesters are not counted in the time allowed for students to complete their degree.

b. The minimum time allowed to complete a degree for non-transfer students is a minimum of six regular semesters for four-year programs and eight regular semesters for five-year programs.

c. The maximum and minimum number of semesters of enrollment for transfer students are determined after the deduction of the number of earned/transferred semesters

(15 credits correspond to one semester) from the above limits.

d. Suspended semesters are not counted in the time allowed for students to complete their degree.

Related Policies

- Graduate Completion Requirements Policy
- New Academic Programs Policy

Document History

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V 1.0	27/03/2019	Approval as a New Policy	VCAA	CFAA	BOT
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Graduate Completion Requirements Policy

Policy Name	Graduate Completion Requirements Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

This policy outlines the procedure to be followed by admitted undergraduate students until their graduation and describes how the graduation requirements, as approved in the accreditation of the program by the CAA, are implemented. Furthermore, it also includes how completion of the requirements of a degree is assessed.

Addition of the program on the Registration system

- Once a Graduate program is awarded initial accreditation from the CAA, the Dean of the College sends to the Director of the Office of Admissions and Registration the following:
  - The approved list of all courses of Compulsory and Elective courses.
  - The detail of each new course: course number, credit hours, contact hours of Lecture, Lab sessions, and Tutorial sessions per week, and the pre-requisite course(s).
  - The minimum and maximum time allowed for completing the Thesis/Dissertation, where applicable.
- The Registration officer submits to the Director of the Office of Admissions and Registration a printout of the entered study plan on the system which shows the list of courses along with their details in each category, and the number of required credit hours in each category.
- The minimum number of credit hours/credit units required for the completion of a qualification must be no less than the following:
  - Master's Degree or its equivalent - 30 credit hours including thesis requirements (if any), or equivalent. If the program has a thesis component, then the number of credit hours of taught courses should not be less than 21 credit hours;
  - Doctoral Degree or its equivalent - 54 credit hours including dissertation requirements, or equivalent, with at least 24 of those hours being "taught" classes rather than dissertation credits.
- The Director of the Office of Admissions and Registration sends a copy of the study plan to the Dean of the College for approval.
- Once the approval of the Dean is obtained, the Director of the Office of Admissions and Registration sends the list of new courses along with their fees to the Finance Department to be put on the system.
- Finally, the Director of the Office of Admissions and Registration activates the new program on the Registration system so that admission to the program can be opened and its courses could be planned on the Timetable module of the Registration System.

Courses to be taken outside USTF

- Independent of the number of credit hours that could be transferred to transferring Graduate students who are in good academic standing (CGPA is 3.0 out of 4.0 or more), the maximum number of credit hours that will be transferred should not exceed 25% of the total number of credit hours of the courses that constitute the program.
- The transferred courses should not, in any case, include more than 25% of the credit hours of the final year of the program.
- To encourage its students to benefit from its MOUs with other institutions, USTF encourages its non-transferred students to take some courses, up to 6 credit hours, of their study plan in accredited institutions in the UAE or abroad during their studies. However, at least 3 credit hours must be a course of the 1st year of the program.
- Under no circumstances, the Dean of the College and the Director of the Office of Admissions and Registration will grant approval to study more than 6 credit hours of the final year credit hours outside USTF.
- The academic advisor and the Registration officer in charge are responsible in following up the academic progress of the student, to avoid delays in the student's graduation.

Follow up of graduating students

- At the end of the add and drop period of each semester, the Director of the Office of Admissions and Registration sends to the Dean of each college, the list of graduating Graduate students along with their transcripts, registered courses during that semester, and the pre-graduation form to be signed by the academic advisor.
- For each graduating graduate student, the academic advisor fills in the pre-graduation form whose content mainly is a detailed checklist for whether the earned courses along with the registered courses cover all the requirements for graduation are fulfilled subject to passing currently registered courses. The form also contains a section concerning the progress of the thesis/dissertation.
- In parallel, each registration officer reviews the academic records of the students and compares with the official study plan of the program.
- Well before the end of the semester, each registration officer compares the results of his/her analysis with that of the academic advisor. In case of discrepancy, he/she transfers the case to the Director of the Office of Admissions and Registration who will in turn discuss the case with the Dean of the College.
- Finally, for each program, the list of graduating students is prepared by the Office of Admissions and Registration before the end of the semester.

Follow up of approved graduating graduate students after announcements of end of semester results

- Once the results are announced, the Director of the Office of Admissions and Registration sends to the Dean of each College:
  - The list of graduating graduate students along with their final Transcript whose

CGPA is 3.0 or more.

- The list of graduating graduate students who completed all courses, but their CGPA is less than 3.0. These students will be asked by the academic advisor to re-take courses from their study plan to raise their CGPA to 3.0 or more.
- The list of graduating graduate students who failed one or more courses during their last semester. These students may ask for a re-sit exam if they have failed in one course otherwise, they will re-take the courses during the next semester.

- After coordination with the Registrar, the Dean of the college sends the list of the graduates to the Council for Academic Affairs of the University for approval.

Change of student status from Regular to Graduate student

- Each Registration officer shall change the status of the student to a graduate student after ensuring that:
  - The name of the student is in the approved list of graduates.
  - The individual report of the student is signed by the academic advisor and the Dean of the College.
  - The most recent personal data (filled in by the graduating student in the graduation form) are consistent with the existing ones on the system.
  - The student submitted his/her clearance sheet.
- The Director of the Office of Admissions and Registration sends the list of declared graduates to the Deans of the Colleges including the following information: ID, Name, earned credit hours, CGPA, and program.
- The Director of the Office of Admissions and Registration is responsible for posting the list of graduates online to be used by the Department of Programs and Certification of the Ministry of Education before the distribution of graduation certificates.

Important

- Changing the name of the graduate is not allowed once the graduate has been delivered his/her graduation certificate even if he/she presents official documents.
- A Graduate cannot be re-enrolled in the same program to raise his CGPA if he/she had been issued his/her graduation certificate.

Graduation Certificates

- Each graduate will be given a Graduation Certificate in Arabic and English.
- The certificate shows the Merit that corresponds to the student's CGPA according to the following scale:

Scaling System for Graduation

Cumulative GPA	Merit
From 3.8 to 4.0	Excellent with Honor
From 3.6 to less than 3.8	Excellent
From 3.3 to less than 3.6	Very Good
From 3.0 to less than 3.3	Good

- One of the two graduation certificates contain the Security Chip.
- Each graduate is entitled to a Wall Graduation Certificate in either Arabic Language or English Language depending on the Medium of Instruction of the program. This certificate is distributed during a Graduation Ceremony.

Related Policies

- Undergraduate Completion Requirements Policy
- New Academic Programs Policy

Document History

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Independent Study Policy

Policy Name	Independent Study Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

According to Section 3.3.10 of the 2019 CAA Standards, USTF identifies the independent study as a learning mode in which a student is individually supervised by a faculty member to undertake a learning opportunity which is otherwise unavailable, or other alternative modes of delivery of a course, for the purpose of facilitating students' completion of a program's degree requirements. Independent study is only allowed for undergraduate studies, and only in rare cases. Independent study normally will only be permitted for one course in a student's program, except with prior approval from the CAA.

Policy Purpose

The purpose of such courses is to make it possible to study all the units of a course under the supervision of a faculty member on a meeting session basis. The schedule of these meetings should not be less than 15 contact hours per semester. The supervised work should cover all the content of the course and meet its learning outcomes. The supervisor must ensure that the course is devoted to advancing students' knowledge and skills as required in the course outline.

Definition

Independent Study: A course in which a student is individually supervised by a faculty member, which enables a student to undertake a learning opportunity which is otherwise unavailable. Independent study courses must have an appropriate learning plan (typically a syllabus), learning outcomes, end of term evaluations and appropriate assessment.

Conditions

Reasons why a student may wish to take a supervised study course include:

- Adjustment of his/her study plan by completing a specific course which is not offered in that semester;
- Completion of a course which is not offered but it is required for graduation during the final semester; and
- Gaining additional knowledge and practical experience in designing, conducting, analyzing, and documenting coursework.

Policy Details

- USTF allows a maximum of one course of Independent Study towards fulfillment of an undergraduate degree requirements, and only in rare cases.
- Any exception to more than one independent study course requires prior approval of

the CAA.

- Independent Study courses must have an appropriate learning plan (typically a syllabus), learning outcomes, end of term evaluations and appropriate assessment tools.
- The Independent Study course must be approved by the academic advisor, the program coordinator or department head, and college dean.
- For an undergraduate student to be eligible for a course to be taken as Independent Study, the student must have passed any prerequisites.
- Only USTF faculty members may supervise a course to be taken as Independent Study.
- Registration for Independent Study courses must be done in the same period as all other courses.
- Independent study policy is not applicable to students enrolled in a graduate degree program at USTF.

Assessment

The student's final grade for the supervised study course will be determined by the student's supervisor and the internal examiner after evaluation of the student's work, written report, oral presentation, and response to questions. The assessment of the course will be conducted as follows:

- Students will be required to sit for a written exam to be evaluated by the supervisor. This exam will be weighted at 20% of the final course mark;
- At the end of the semester, students will submit a written report to the supervisor detailing the work carried out. This report will be weighted at 50% of the final course mark; and
- Students will present their work to an internal examiner who will not be the supervisor. The oral presentation will be weighted at 30% of the final course mark.

Related Policies

- Prior Learning Assessment and Recognition Policy
- New Academic Programs Policy

Document History

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Teaching and Learning Methods Policy

Policy Name	Teaching and Learning Methods Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

This policy explains the core features of the University of Science and Technology of Fujairah's (USTF) approach to learning and teaching. The policy draws together various theories, practices, and statutory requirements associated with learning and teaching. It also seeks to develop the current approach to learning and teaching to take full advantage of the emerging technologies the University is offering to all its students and staff. This policy demonstrates USTF's endeavor to provide learning support for students with special needs.

Purpose of Policy

This policy provides academic direction to enhance the quality of learning and teaching at the University. It describes the principles and practices that underpin effective learning and teaching, and these principles incorporate both learning processes and learning outcomes. The critical component of this policy is that the adoption of any of these principles and practices is based on the specific needs of learners and the learning outcomes relevant to the programs.

Definitions

Student engagement: Students' levels of attention, curiosity, interest, optimism, and enthusiasm when learning or being taught, as well as their willingness to study and succeed in their education, are all indicators of student engagement.

Learning community: A group of people that gather on a semi-regular basis to collaborate on classwork and share shared academic aims and attitudes. Such communities have been the model for an interdisciplinary, cohort-based approach to higher education. This might be built on a smart educational or 'pedagogical' design.

Technology-enhanced learning (TEL): The application of information and communication technologies to teaching and learning.

Policy Details

Engaging Students in Learning

The University is dedicated to its students' success and involvement, and it values cultural and ethnic diversity. Active and cooperative learning techniques that are intellectually challenging, encourage curiosity, and create critical awareness are used to increase student engagement. Engaging students should:

- Respect, acknowledge, and expand on students' present knowledge and experiences to satisfy the unique requirements of students from various life situations.
- Give opportunity for a formal acknowledgment of earlier learning.
- Recognize unique learning requirements and broaden the student's learning options.

- Offer students a variety of relevant tactics and scenarios in which to create and apply new knowledge and abilities.
- Encourage and facilitate students' learning and application of attributes, or occupational competencies, that are essential in graduate settings.
- Provide chances for regular feedback on learning progress that recognizes individual accomplishments.
- Encourage students to critically reflect on their learning experiences and connect their insights to theoretical models and explanations, relevant fields of practice, and/or working settings.

Creating Supportive Learning Communities

The success of students is determined by their college experience, and it is the responsibility of all university employees to contribute to a great student experience.

- USTF students' variety is acknowledged, and all students will be given opportunity to flourish through participation, reflection, and a dedication to learning.
- Transparent, timely, explicit, and mutually respectful communication is critical between and among staff and students to create shared understandings.
- Through the interaction of students and all staff, a supportive learning community is created by developing, implementing, and evaluating inclusive learning environments and learning partnerships that create a sense of support and belonging by recognizing and valuing the diverse abilities, contributions, experiences, backgrounds, and efforts.
- Face-to-face interactions and/or suitable information and communication technology can be used to create such settings. All will be distinguished by reasonable adjustments to allow full student participation, explicit advance information provided to students about learning activities and assessment tasks using commonly accepted terminology and appropriate language systems, materials, and services designed to support the university's learning and teaching activities, and responsiveness to employer and industry needs to support apprenticeship delivery whether on or off the job.

Designing, Delivering, and Evaluating Programs

Programs are developed with clear learning outcomes, coherent structure, and manageable workloads for students. Teaching that develops learning is well organized and enhanced through the cyclical process of reflection, revision, and improvement. Through a cycle of development, implementation, and evaluation, the following should be ensured:

- programs are customized and/or contextualized appropriately to meet the needs of the learner and reflect industry trends.
- program development incorporates the development of academic skills and graduate attributes/competencies.
- programs are designed with clear evidence-based assessment outcomes.
- learning activities and assessment are clearly aligned with stated learning objectives.
- assessment procedures and practices are valid, fair, flexible, reliable, and authentic.
- clearly defined assessment criteria are incorporated.
- delivery of assessment is designed to recognize requirements of N.Q.F Emirates.

- learning and teaching processes create a continuous cycle of improvement, that follows relevant College policy and procedures as well as regulatory requirements.

Enhancing Teaching

Approaches to teaching are varied and adaptive to new learning demands and should include the effective use of appropriate technologies and innovation. Enhanced teaching is achieved through:

- Asking students to share information about each other's backgrounds and academic interests.
- Encouraging students to prepare together for classes or exams.
- Creating study groups within your course.
- Asking students to give constructive feedback on each other's work and to explain difficult ideas to each other.

The following are some examples of how technology may be used in the classroom to improve learning:

- Gamified learning.
- Digital field trips.
- Integrating social media.
- Gathering student feedback.
- Creating digital content.
- Using a shared, online classroom calendar.
- Reviewing and critiquing web pages

USTF has identified the following key strategic areas to focus its efforts upon:

Transition to Study at University of Science and Technology of Fujairah

- USTF is dedicated to ensuring that our students succeed in our challenging yet supportive academic environment and actively participate in our learning and research communities.
- Students' transition to studying at USTF is aided by USTF, which helps them become independent learners.
- This is accomplished by continuing the work of the Transition to University Study Group in developing a coordinated transition to university study approach for all students that supports them in their initial transition into and then subsequent progress through their program of study while considering the diverse and changing skills and experiences of our new students.
- This will entail hosting a Welcome Week that will serve as a warm and informative introduction to students' studies through a series of coordinated events and seminars.
- This is accomplished by continuing the work of the Transition to University Study Group in developing a coordinated transition to university study approach for all students that supports them in their initial transition into and then subsequent progress through their program of study while considering the diverse and changing skills and experiences of our new students. This will entail hosting a Welcome Week that will serve as a warm and informative introduction to students' studies through a series of coordinated events and seminars.

USTF Curricula and Pedagogy

- USTF will continue to deliver a diverse range of research-led programs, firmly based on disciplinary excellence but informed by intra- and inter-disciplinary developments that are internationally relevant.
- USTF will guarantee that teaching techniques and approaches to learning are guided by extensive experience, student input, and the most current pedagogical research, as well as supported by a comprehensive quality evaluation process that draws out and disseminates excellent practice.
- USTF will continue to develop the 'distinctive USTF Offer' and foster the attributes of a USTF graduate by providing our students with opportunities to develop core and specialized skills and to engage with the professional and wider community in ways that complement their curriculum.
- USTF works in collaboration with other universities and appropriate organizations to broaden the range of learning opportunities available to its students.

Assessment and Feedback

- USTF will ensure that assessment and feedback to students about their work promote effective and independent student learning and contributes to academic success.
- USTF will ensure that assessment and feedback practices are appropriate, valid, inclusive, reliable, transparent, clearly communicated, and regularly reviewed.
- USTF will build upon the recently established 'Institutional Principles for Assessment and Feedback in Taught Programs' such that a common approach is formed within the university that establishes expectations in respect of assessment and feedback, articulating the cyclical relationship between learning, assessment, and feedback and improving students' understanding of their learning experience.
- In doing so, USTF will engage students in the design and review of assessment and feedback processes to ensure that all students are able to demonstrate how they meet the learning outcomes of their programs.

Student Success

- USTF takes delight and pride in our students' success and supports them to achieve their goals.
- USTF ensures that our learning and teaching are characterized by the highest possible standards, and continually enhances what is done, in partnership with our students.
- USTF is committed to involving students in the design and review of teaching and learning practices; ensuring that students can engage in their education.
- USTF will ensure that best practice is recognized by staff and students by listening to and acting on students' evaluation of their experiences, set expectations for our students, and providing the framework in which they can succeed in their studies.
- USTF will establish a matrix of work processes, metrics, and systems to help monitor students' success. This matrix will aspire to support: transparency and student self-

reliance; staff in tutor and teaching roles; and the provision of metrics that underpin a culture of continuous improvement at the university.

Educational Support for Students with Special Needs

- USTF's respect and tolerance core value makes the University practices equity and fairness by listening to understand and support shared governance, inclusion, and diversity.
- The University believes in equal opportunity for education and welcomes students of determination to join USTF equal-footed with their other colleagues. In the meantime, USTF's supports students with special educational needs through, but not limited to, the followings:
  - USTF lecture halls, offices, and facilities are physically accessible for students of determination.
  - Deanship for Student Affairs (DSA) can provide exam arrangement;
  - Center for Counseling and Happiness can organize one-on-one weekly session with specialized counselors to boost the student's study skills and foster independent learning;
  - DSA can coordinate with academic department about other reasonable adjustments, regarding:
    - class scheduling;
    - extra-time for homework, assignments, and exams;
    - digital copies of textbooks and lab manuals;
    - inclusion with other colleagues in group learning and problem solving; and
    - awareness orientation sessions among other students at USTF.

Staff, Facilities, and Infrastructure

- USTF will continue to invest in our learning environment and manage them for the benefit of all.
- Through the CREATE initiative, Staff Review and Development, and the yearly distribution of University Teaching Fellowships and Development Grants, USTF will ensure quality in teaching by inducting and supporting our teaching staff.
- USTF rewards and celebrate teaching through our promotion scheme and in the annual USTF Teaching Awards. USTF will also continue to develop common role profiles for that Faculty members such that responsibilities for fulfilling specific functions and tasks are clear to all.
- USTF will continually invest in learning resources (infrastructure, materials, and virtual offerings) so that our students experience a first-class learning experience.

Employability and Future Lives

- USTF will continue to ensure that approaches to learning and teaching position students for further success after graduation.
- USTF will ensure that students acquire the knowledge, skills, and experience during their study at USTF to ensure their success in the future, particularly in employment.

- USTF will use the new Careers and Employability Strategy to ensure that our students' employability is a whole-institutional responsibility, to facilitate early engagement of all students, and to collect and analyze data on students' career planning and work experience to better understand their needs.
- USTF is also committed to using alumni networks to further current students' future success.

Related Policies

- Policy on Curriculum Development and Review
- Policy on the Assessment of Student Learning
- Policy on Academic Integrity
- New Academic Program Policy
- Examination policy
- Online Examination Policy
- Grading and assessment policy
- Student records policy
- Online exams policy
- E-learning Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	VCAA	CFAA	BOT
V 2.0	04/10/2022	Approval of the Updated Policy	VCAA	CFAA	BOT

Academic Progress Policy

Policy Name	Academic Progress Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

The Academic Progress of USTF students is monitored each semester and the GPA and CGPA are counted. When a student's CGPA becomes less than 2.0, he/she will receive and academic warning and put on probation. Intensive efforts by the student and his/her academic advisor are needed to identify the problems restricting his/her achievement to get out or probationary condition and return to their normal academic progress.

Purpose of Policy

This procedure describes the different issues involved in the follow up of the academic progress of the students at the University. This policy provides a benchmark for student academic achievement, identify students who are not achieving satisfactorily and provide specifically targeted advice and support to help improve their performance, and maintain the high quality of USTF's qualifications.

Definitions

- **Semester:** semester is a period, typically a minimum of 15 weeks, during which an institution offers courses (Fall and Spring).
- **Term:** Some courses may be offered in a time-shortened period, often called a term, such as a summer term, which offers class contact time and out-of-class assignments equivalent to a semester course.
- **Benchmarking:** The process of measuring and comparing performance, services or practices with comparable systems or institutions both inside and outside the UAE, for the purpose of continuous improvement.
- **Re-sit Exam:** A re-sit exam allows students to re-take the final exam of a course in which the grade "F" is obtained in their last semester before graduation. Only students who meet the following conditions are eligible for a re-sit:
  - The student is not on academic hold and meets the financial preconditions of the request.
  - The student has passed all his/her courses except for one.
  - The student submits the request for re-sit exam before the beginning of the following semester.
- **Incomplete Course:** The course may be considered incomplete if a student does not attend the final examination due to an emergency and he/she scored at least a total mark of 30 out of 70 in coursework, including tests and midterm exam.
- **Suspension:** A student has the right to suspend his studies for 4 semesters during the whole period of his/her studies. However, the suspension for more than two consecutive semesters is not allowed.
- **Transfer to Another Program:** Admitted students may request to transfer to another program before the start of their first semester of studies, subject to availability of seats. However, they should meet the minimum admission requirements of the program they wish to join. For

continuing students, the CGPA's should be equivalent to the admission requirement of the new program.

Course Selection

- Students should select, after consultation with the academic advisor, the courses they wish to register from their study plan before registering these courses.
- The selection process of the courses takes place during both the early registration and the regular registration periods.
- To avoid registration errors, the registration system will automatically check the selected courses based on the following criteria:
  - The selected courses are listed in the student's study plan.
  - The student has met prerequisites of the selected courses, if any.
  - The student has met the minimum credit hours required to register the selected courses, if any.
  - The minimum and maximum study load of the student should be adhered to.
  - The student has met the minimum EmSAT scores, which is required for the registration of each of the selected courses.
- The selection of certain courses for registration becomes mandatory if the student has completed a certain number of credit hours without passing those courses.
- Course registration, which is processed during the early registration period is exempted from meeting the prerequisite conditions above if the prerequisite course is registered during the current semester. However, they will be automatically dropped from the selected courses if the student fails to pass any of the prerequisites.
- Warned students and students on conditional admission are not eligible for early registration and should get their academic advisor's approval for their selected courses during the registration period.
- Students on conditional admission will have to register in the courses listed in the conditional acceptance letter of their admission during their first semester of studies after fulfillment of EmSAT proficiency requirements.
- A student may ask his/her academic advisor to waive a restriction on his/her course selection such as: allowing them to register for a free study course not listed in their study plan. The student will have to provide a valid justification for the waiver.
- The Registration officer may register courses on the student's behalf on the system, subject to the approval of the academic advisor and the Director of the Office of Admissions and Registration, to waive any approved academic restriction mentioned above.

Course Registration

- Course registration is available to all students who completed the course selection process and who are not on academic hold.
- Students may register in courses shown in the schedules published by the Office of Admissions and Registration, in case seats are available, and there are no timing

conflicts in the schedules of the courses they register in.

- The following table shows the study load for the summer term.

Semester	Number of Weeks	Maximum Number of credit hours
Summer Term	6	6

- The total semester credit hours of registered courses should be within the authorized student's study load which is defined as follows:

Student's Academic Standing	CGPA	Minimum Number of Credit Hours	Maximum Number of credit hours
Excellent Academic Standing	3.6 - 4	9	18
First Academic warning	< 2	9	15
Second Academic warning	< 2	9	12

- Academically warned students having first, or second warning must repeat at least 3 to 9 credit hours.

Add/ Drop Courses

- Students may add courses during early registration, registration, and add/drop period of the semester.
- Students may drop courses during early registration, registration, add/drop period of the semester.
- To perform add/drop, students should not be on academic hold.
- Credit hours of registered courses should be within the student's study load. Graduating students whose remaining courses have less than the minimum required number of credit hours on their study load band are exempted from this restriction.
- The Office of Admissions and Registration (OAR) may add/drop courses on the student's behalf, subject to the approvals of the academic advisor and the Director of the OAR, to waive any academic restriction mentioned in the lower table above.

Changing Course Section

- Students may change their registration from one section of a course to another one provided that:
  - they are not on academic hold;
  - there are no timing conflicts caused by changing to the new section with the other already registered courses; and
  - seats are available in the section they are changing to.
- Course section change is allowed from the start of early registration until the end of add/drop period.
- Changing course section does not require approval of the academic advisor and may be initiated and completed by the student using online registration.

Withdrawal from Registered Courses

- Withdrawal from a registered course is allowed during the withdrawal period for the semester specified in the academic calendar.

- A student may request a withdrawal from a course and receives a grade of "W" in the withdrawn course.
- Students on academic hold are not entitled to withdraw from courses without approval of the academic advisor and they are required to seek the approval of the Director of the Office of Admissions and Registration to process their request.
- Credit hours of remaining registered courses should be within the student's study load.
- The Office of Admissions and Registration may withdraw courses on the student's behalf, subject to the Director of the Office of Admissions and Registration's approval, to waive any academic restriction.

Incomplete Requests

- To be eligible for an incomplete request, students must have acceptable evidence for failure to attend a final examination of a given course in which they have a minimum total score of at least 30% in their coursework (70).
- Acceptable evidence for failure to attend a final examination consists of the following:
  - Illness certified in a medical report approved by the university clinic.
  - Death certificate of a first or second degree relative
  - Arrest or summons before a court or other legal body.
  - Two final exams are scheduled at the same time and the same day.
  - Having more than two final exams on the same day.
- The request must be made to the Office of Admissions and Registration within 72 hours after the date of the exam.
- Incomplete requests should be sent by the Registration Officer to the Course Instructor before the end of the incomplete deadline as published in the academic calendar.
- The instructor should obtain the approval of the Department Head and the Dean of the College before the end of the deadline as shown in the Academic Calendar.
- The request is accepted when the approvals are granted.
- A student who was granted an "incomplete" grade for a course, he/she will need to take the final exam before the end of the first week of the following semester in which he/she is registered.
- The Grade obtained in a course for which Incomplete Grade was accepted, is not subject to Grade Complaint.
- Students who fail to take the final exam will receive a grade "F" in the course.
- The student will not be given two exams at the same time and no more than two exams per day will be permitted.

Re-sit Exam

- A re-sit exam allows students to re-take the final exam of a course in which the grade "F" is obtained in their last semester before graduation.
- Only students who meet the following conditions are eligible for a re-sit:

  - The student is not on academic hold and meets the financial preconditions of the request.
  - The student has passed all his/her courses except for one.
  - The student submits the request for re-sit exam before the beginning of the following semester.
- The application for re-sit exam needs to be approved by the Dean of the College offering the course, and the Registrar.
- The Head of Department will schedule a date and time for the exam, which should be before the end of the 2nd week of the following semester.
- The College Dean will have to certify the grade and send it to the Office of Admissions and Registration.
- The Registration Officer will update the grade by following the grade change procedure, and re- compute the new CGPA.
- If the Instructor has left the University, another Instructor will set the exam paper equivalent to that which was administered by the instructor.
- The student should have earned at least 40% of coursework.

Procedure for Changing the Study Load

- Students may request to change their study during registration or add and drop periods.
- To place the request, the student's CGPA must be at least 3.6 in the preceding semester, or the student is expected to graduate at the end of the semester, given that his/her CGPA is at least 2.0.
- The student should submit his/her request to the academic advisor.
- The necessary change will be applied on the system upon the approval of the academic advisor.
- The Registration officer may change the study load on the student's behalf subject to the Director of the Office of Admissions and Registration's approval.

Suspension/Withdrawal of Registration

- A student has the right to suspend his studies for 4 semesters during the whole period of his/her studies. However, the suspension for more than two consecutive semesters is not allowed.
- The Director of the Office of Admissions and Registration and the Dean of the College may decline the request if the student did not progress in his/her studies normally i.e.: The student is likely to exceed the maximum period, which is allowed to complete the program.
- Students should request suspension of the semester no later than the end of the semester withdrawal period.
- The request should be submitted to the registration department, along with the justification for the suspension.
- The registration officer should obtain the approval of the Director of the Office of

Admissions and Registration in order to process the request.

- If a student requests the suspension of registration after the Add/Drop period, then all registered courses will be dropped. A grade of "W" will show on the student's transcript for all registered courses.
- Refunds are assessed in accordance with the refund policy of the University (see Accounts Receivable Procedure)

Forced temporary suspension by the Academic Council:

- The Council for Academic Affairs may suspend an undergraduate student on Warning 3 for one or two semesters to enable him/her to repeat courses in another University to raise his/her Cumulative Grade Point Average (CGPA) to 2.

Transfer to a new program

- Admitted students may request to transfer to another program before the start of their first semester of studies, subject to availability of seats. However, they should meet the minimum admission requirements of the program they wish to join.
- For continuing students, the CGPA's should be equivalent to the admission requirement of the new program.
- Continuing students are allowed one program transfer only during their studies, unless they are granted a waiver by the Registrar.
- The availability of seats in the new program is a prerequisite to accepting transfer requests.
- If the number of available seats in a program is less than the number of requests, the dean of college selects the approved requests on a competitive basis using the CGPA, High School score, previous program, and eventually grades obtained in specific courses that are relevant to the new specialization. The college dean can also arrange interview sessions.

Academic Hold

- A student on hold is prevented from requesting a few activities at the University including course registration.
- A student is put on academic hold if he/she commits any of the following violations:
  - He/she suspends a semester without prior approval.
  - He/she exceeds the number of semesters allowed to complete the academic program.
  - He/she receives an academic warning. The hold is temporary and can be removed by signing the required College undertaking, and if the academic warning is not the 3rd one.
- He/she performs an academic or non-academic act deemed in violation of the University rules and regulations.
- Academic hold is issued by the concerned College, or by the Chairman of the Disciplinary Committee.

Honors List

- The first-place student from each academic program offered by USTF is selected based on his/her academic performance at the end of each regular semester (Fall and Spring semesters).
- The selected students are granted Academic Excellence Scholarships by exempting them from the tuition fees due in the next regular semester following the semester in which their academic performance was evaluated.
- The amount of the scholarship is 100% tuition waiver for first place student in each academic program.

Attendance Regulations

- Instructors are required to take attendance at the start of each class, marking students as present, absent.
- Completed attendance logs on the System cannot be modified without approval of the Dean of the College and the Director of the Office of Admissions and Registration.
- Students that register in a course during the Add/Drop Period will be marked as "excused" for the classes they missed.
- A student wishing to be excused from attending a session should gain the approval of the instructor before the beginning of the class or present a valid excuse after the class in the case of emergencies.
- Students may be excused for the following reasons:
  - Proven medical emergency.
  - The death of a relative.
  - Held by a third party beyond their control (police or court).
- If a student is absent for 10 percent of class hours, the instructor will issue a 10 percent absence warning.
- If a student is absent for 20 percent of class hours, the instructor will issue a 20 percent absence warning.
- If a student is absent for 25 percent of class hours, the instructor will issue a 25 percent absence warning, and the student will receive an F grade.
- A 25 percent absence warning requires the approval of the Dean of the College offering the course.
- Automatic notification of warnings will be sent to students by email and SMS.

Appendices

1. English Proficiency Levels

The Registration Department should place each student on an English Proficiency Level based on proven documentation produced by the student.

LEVEL	TOEFL (PBT)	TOEFL (iBT)	IELTS	EmSAT Achieve English
L1	> 500	< 61	Band 5	1100
L2	> 480 and < 500	> 50 and < 61	Band 4.5	950
L3	> 450 and < 479	> 45 and < 50	Band 4	825
L4	< 450	45	Band 3.5	< 825

2. Grading System

The University recognizes the grading system as outlined below. The merit of the degree is determined according to the following scale:

Merit	Grade		Mark
	Point	Letter	
Excellent	4.0	A	From 90 to 100
Very Good (High)	3.5	B+	From 85 to less than 90
Very Good	3.0	B	From 80 to less than 85
Good (High)	2.5	C+	From 75 to less than 80
Good	2.0	C	From 70 to less than 75
Pass (High)	1.5	D+	From 65 to less than 70
Pass	1.0	D	From 60 to less than 65
Fail	0	F	Less than 60
Academic Integrity Violation Fail	0	XF	Less than 60

3. Semester Grade Point Average (GPA)

- The GPA indicates the student performance during the semester.
- The GPA is calculated by dividing the product of credit hours and point grade by the sum of credit hours of the semester.
- The following example illustrates the calculation of the GPA:

Subject	Credit Hours	Points	Product of credit hours by point grade
Mathematics	3	3	9
Statistics	3	2	6
Physics I	3	3	9
Islamic Culture	3	4	12
Arabic language	3	4	12
Psychology	3	2	6
Total	18		54 Points

- In this example, if a student obtains the results as set out in the table above, his/her grade point average will be computed as GPA = 54/18 = 3.

4. Cumulative Grade Point Average (CGPA)

- The Cumulative Grade Point Average (CGPA) indicates the student's average

performance over all semesters up to the last completed semester. To calculate the CGPA, the following formulae shall be used:

CGPA = (Total of the grade points of each course X credit hours) / total credit hours taken.

- To calculate the CGPA, the last grade obtained by the student is considered.
- If a student retakes a course, the original grade of the student will appear in the transcript. However, the CGPA is calculated based on the latest score.
- Transferred courses will not be included in the CGPA calculation.

5. Grade Modification

- Grades can be modified only in the following situations:
  - Changing an incomplete grade after the student completes the course.
  - A result of grade complaint. The approval of the Dean of the College offering the course is required in such an instance.
  - A data entry mistake by either the Registration Officer or the Instructor.
- A record of the old grade and the modification should be kept by the Office of Admissions and Registration.

6. Graduation Requirements

- A student will be awarded a degree subject to fulfilling the following requirements:
  - Completion of all courses of the academic program as described in the course plan.
  - Completion of practical training/ Thesis as specified in the study plan.
  - A CGPA of at least 2.0 for undergraduate programs and a CGPA of at least 3.0 for Graduate programs.
- If the student completes all the courses but falls short of the CGPA requirement stated above, he/she needs to repeat courses to raise his/her CGPA to the required minimum.

Related Policies

- New Academic Program Policy
- Comprehensive Program Specification Policy
- Undergraduate Completion Requirements Policy
- Graduate Completion Requirements Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	VCAA	CFAA	BOT
V 2.0	08/02/2021	Approval of the Updated Policy	VCAA	CFAA	BOT
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Grading and Assessment Policy

Policy Name	Grading and Assessment Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

This Policy sets out principles, processes and good practice for the design and management of student assessment at course level. It also explains the quality assurance requirements for the approval and verification of assessment items, and the requirements for standardization and moderation of student work. The policy also provides guidelines for regulating and controlling examinations. It covers the procedures taking place, before, during, and after the administration of examinations.

Purpose of Policy

This procedure describes how student performance is assessed, and how final grades are recorded on the University system by the Office of Admissions and Registration.

Definitions

- **Grade Modification Procedures:** After submission of course grade to the Office of Admissions and Registration, the electronic record of course grade is locked, and the instructor will no longer be able to unlock the grades book and make further changes. The appropriate Grade Modification Procedures described in this policy will have to be followed to make any further grade changes.
- **eMADA System:** Is a management system designed for admissions and registration of USTF students. The system on the virtual environment in creating a dynamic interaction between the Office of admissions and registration, Office of finance, Deanship of Student Affairs department, Training and Continuing Education Center, Office of Alumni, Career Counseling and Events, Office of University Relations, Academic Advisors, Administrative Staff with Students, and University Students. eMADA System is basically used for:
  - opening admission files for new students;
  - providing students with admission and registration services.
  - Processing grades
  - Handling students' attendance
  - Issuing various statistics and reports
  - Representing an integrated database
- **Academic Integrity:** Is behaving in a way that is honest, trustworthy, fair, respectful, and responsible in assessment practice. This includes, for example, identifying all sources used through referencing, using accurate data, clearly stating if work has been submitted elsewhere, meeting ethical requirements, and making sure work represents individual or group effort.

- **Assessment:** Any activity which evaluates student learning and performance against learning outcomes and criteria for that activity. Assessments can be formative, mainly for giving feedback on performance and is not included in the mark, or summative, contributes to the mark. Assessments can be practical or live, such as laboratory tests or performances, or written, such as coursework or examinations.

Course Grading Scale Setup

- The instructor of each class of students should enter the grading components of the course on the eMADA System during the first week of the semester.
- The instructor should follow the course assessment methods, which are described in the approved description of the course.
- The overall score of most theoretical courses at USTF is normally distributed as follows:
  - 50 % for semester tests and activities,
  - 20% for the Mid-Semester Examination
  - 30% for the Final Examination
- However, courses of practical nature of clinical components in engineering and health sciences may be graded differently. But the grading scale should be made available to students during the first week of classes.

Grading Process

- On completion of each grading component (a quiz, an assignment, tests, lab, and mid-term exam), the instructor will log the grade on the eMADA for every student, no later than one week after the grading of that component.
- The instructor can modify/review the grade of any component at any time before submitting the grade to the Office of Admissions and Registration.
- Once the grades are submitted to the Office of Admissions and Registration, any changes to the grades will be processed using the Grade Modification Procedure.

Grade Submission

- The instructor is required to submit the grades to the Office of Admissions and Registration after having ensured that the grades for all students have been entered.
- The instructor should lock the grades in the eMADA against further changes, then print them and sign a hard copy of the grade sheet.
- If both the department head and the college dean approved and signed the grade sheet of the class, the grades will be sent to the Office of Admissions and Registration.
- One copy of the grade sheet must be kept in the dean's office of the college that offers the course.
- If the Office of Admissions and Registration finds any discrepancies between the grades entered by the instructor on the eMADA and the hard copy of the grade sheet, then the sheet is sent back to the instructor for correction.
- If the Office of Admissions and Registration finds no discrepancies, then the electronic copy is locked, and the hard copy of the grade sheet is filed.
- When the electronic copy is locked, the instructor will no longer be able to unlock the

grades book and make further changes. The appropriate Grade Modification Procedure will have to be followed to make further changes.

Procedure for Grade Modification

- Students can submit a request for Grade Complaint in a course at the Office of Admissions and Registration during the period shown in the academic calendar (within five working days after announcement of the results on the university website).
- The Office of Admissions and Registration sends the request to the office of the concerned college dean, in turn, forward it to the instructor of the course.
- The instructor will review the Final Examination and decides if the grade will remain unchanged or review the grade upwards or downwards by giving the justification of the modification.
- Once the college dean approves the decision of the instructor, he/she will forward the decision to the Office of Admissions and Registration who will inform the student of the decision.
- The student cannot introduce another grade complaint for the same course if the grade was kept unchanged.
- If the grade is kept unchanged, the student may submit a written complaint to the college dean who could designate a committee of faculty members, other than the course instructor, to review the answer paper of the student.
- If the instructor is no longer at USTF, the department head will investigate the complaint made by the student by reviewing the grades left by the instructor, and the answer sheet of the final exam of the student.
- The decision made by the concerned college dean shall be final.

Copies of Final exam papers

- Each instructor should hand back the answer sheets of the students to the head of department office, which keeps them for 2 regular semesters.
- The instructor should attach, to his/her end of semester report, a copy of all tests, mid-semester exam, and final exam along with the answers to each question and the mark of each question.
- The instructor will also attach, to his/her end of semester report, a copy of the answer sheets of the mid-semester exam and the final exam of three students who have obtained the best, middle, and worst grades, respectively.

Standards for writing and administrating exams

- Test 1 and test 2 are exams that assess a small number of learning objectives. They are usually graded on at most 15 marks each.
- Quizzes are usually graded on at most 5 marks. They can be administrated without prior information of the students.
- Instructors are encouraged to give assignments on a regular basis using the Moodle LMS.
- If the course has a Lab session, the instructor must ensure that each student submits a

report on each experiment no later than one week after the completion of the experiment.

- Laboratory reports must be handed back to the students as soon as possible so that the students benefit from the observations, made by the instructor, in their future reports.
- The instructor must ensure that the report is the result of personal findings of the student.
- If the Instructor notices that the report was plagiarized, a zero mark is given to the student.
- To discourage students from using reports written by former students, the instructor is expected to revise Lab assignments regularly.
- If the student does not submit his/her, report on time, the instructor may penalize the student for late submission. The penalty can go up to giving a zero mark in the report.
- The final exam paper should contain questions, which are designed in a manner that they truly measure the degree of achievement of the expected learning outcomes of the course.
- If the course is taught by more than one Instructor, the final exam questions must be common to all students or achieve the same outcomes in case of more than one version.
- Instructor(s) is/are also responsible for keeping the exam papers in a very safe place.
- The instructor(s) should make sure that the exam paper is not kept on the hard disk of his/her laptop to avoid its leakage by hacking techniques.
- The instructor must attach a statistical analysis, based on students' grade, in the end of semester report to measure the degree of achievements of the objectives and the goals of the course.

Availability of a spare copy of the Final Exam Paper

- Each Instructor is expected to submit to the department head a copy of a final exam paper in a sealed envelope. This paper could be copied in case the instructor may be absent during his exam session.

Submission of the Final Grades

- The instructor is expected to submit the grade sheet to the Office of Admissions and Registration within 72 hours from the date of the final exam.

Schedule of the Final Exam

- The final exam must be administrated on the day, the time, and place as announced on the final examination schedule.

Grading system:

- Instructors must use the university grading system, which is shown in the following table.

Merit	Grade		Mark
	Point	Letter	
Excellent	4.0	A	From 90 to 100
Very Good (High)	3.5	B+	From 85 to less than 90
Very Good	3.0	B	From 80 to less than 85

Good (High)	2.5	C+	From 75 to less than 80
Good	2.0	C	From 70 to less than 75
Pass (High)	1.5	D+	From 65 to less than 70
Pass	1.0	D	From 60 to less than 65
Fail	0	F	Less than 60
Academic Integrity Violation Fail	0	XF	Less than 60

Related Policies

- Students Records Policy
- Examination Policy
- Online Examination Policy
- Grade Appeal Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	VCAA	CFAA	BOT
V 2.0	08/02/2021	Approval of the Updated Policy	VCAA	CFAA	BOT
V 3.0	06/02/2023	Approval of the Updated Policy	VCAA	CFAA	BOT

Examination Policy

Policy Name	Examination Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

This document sets out the University's policy which regulates the administration of USTF exams.

This policy regulates the examination affairs and guarantees the most appropriate administration of the exams according to specific academic and pedagogic standards. The Examinations are designed to play an important role in focusing learning and teaching efforts on intended academic and intellectual outcomes and the development of desired and required graduate capabilities. The examinations promote active student engagement in learning and enable students to develop their knowledge, skills, and capabilities in meaningful disciplinary, professional, and personal contexts. Assessment practices at USTF include providing constructive and timely feedback that has value for the students in justifying assessment grades given, identifying the strengths and weaknesses, and guiding their learning with a view to improving their performance.

Purpose of Policy

This procedure describes how student performance is assessed, and how final grades are recorded on the university eMADA system by the Office of Admissions and Registration. The purpose of the examinations policy is to ensure equitable processes of planning and management of examinations in a manner which would support the university's commitment to academic integrity. The Policy outlines the required conduct of students and staff undertaking examinations at USTF, and directs them to university rules, standards, codes, policies, guidelines, procedures, and other requirements which specify acceptable and unacceptable conduct before, during and after examinations.

Definitions

- **Cheating:** Occurs when a student attempts to get academic credit in a way that is dishonest, disrespectful, irresponsible, untrustworthy, or unfair. Cheating is the attempt of students to present their own work which they have not produced and is regarded by the faculty as a serious offense. Students are considered to have cheated if they copied the work of another during an examination or turn in a paper or an assignment written, in whole or in part, by someone else. Students are responsible for plagiarism, intentional or not, if they copied material from books, magazines, or other sources without identifying and acknowledging those sources or if they paraphrase ideas from such sources without acknowledging them.
- **Examination Coordination Committee (ECC)**: Coordinates with colleges to prepare final exam schedules for university students and ensures that there are no conflicts in the final exam schedules for students. The ECC selects exam invigilators form among

USTF's faculty and administrative staff and prepares a daily report including number of exam violation cases and number of absent students.

- **Office of Admissions and Registration:** a reliable source of relevant information concerning, among many other things, academic programs, admission requirements, registration procedures, the academic calendar, and faculty current timetables.
- **Disciplinary action:** Is a corrective action in response to student misconduct, rule violation, or poor performance. Depending on the severity of the case, a disciplinary action can take different forms, including verbal warning, written warning, poor performance evaluation, performance improvement plan, or termination.

Policy Content and Guidelines

Regulation of Designing Exam questions

- The course instructor shall be responsible for designing the exam questions, abiding by the core content of the course, and striving to achieve its goals in a way to measure the students' competences and learning outcomes.
- The instructors of the same course shall design one examination questions sheet for the students at the end of the semester with the supervision of the course coordinator.
- The head of department shall read the examination questions for every course and verify their conformity to the above-mentioned standards.
- The examination questions shall be designed using the language in which the course is delivered.
- The course coordinator shall undertake the responsibility of typing the questions in total secrecy and hand the questions sheet to the Examination Coordination Committee.

Office Admissions and Registration Responsibilities:

- Determining the period of final exams according to the academic calendar.
- Proofreading the examination schedules issued by the colleges then submitting them to the Examination Coordination Committee.
- Preparing lists for the students participating in the final exams.
- Issuing a document enabling the student to enter the examination hall and participate in the exams.
- Receiving the attendance sheet from the Examination Coordination Committees after the exam on daily basis.
- Preparing the exam books and submitting them to the Examination Coordination Committee.

Examination Coordination Committee

- The Examination Coordination Committee shall be constituted by virtue of a Decision issued by the University Chancellor.
- The Examination Coordination Committee is chaired by a senior faculty member nominated by USTF's Chancellor.
- The Examination Coordination Committee shall undertake the following:

- Holding daily meetings to follow up the process of exams and taking the necessary arrangements to guarantee good circumstances.
- Submitting daily reports on the course of exams to the Higher Administration of the University.
- Preparing a final report on the progress of exams immediately after finishing the final examinations.
- Studying exam infractions and referring them to the Vice Chancellor for Academic Affairs (VCAA).
- Preparing the final exams schedules for all colleges.
- Ensuring the appropriateness of the halls in which the exams will take place.
- Indicating the number and date of examination periods.
- Distributing the students of USTF on the examination halls.
- Distributing the invigilators and assistants on the examination halls, then designating and notifying the faculty members who shall be responsible for the examination halls.
- Ensuring that all necessary measures have been taken in preparation for the final exams.
- Announcing the examination halls regularly and daily before the commencement of the exam.
- Receiving exam questions from the course coordinator 30 minutes before the exam and submitting them to the invigilators to be distributed to invigilators 15 minutes before the exam start.
- Receiving answer books from the invigilators and submitting them to the course instructor.
- Creating the necessary arrangements for the special needs students and delegating one of the employees in the colleges to help them have the exams in good conditions.
- Receiving the attendance sheets from the invigilators and submitting them daily to the Office of Admissions and Registration.

Exams

- Only students who fulfill the following conditions will be allowed to sit for university examinations:
  - Students who arrive at the examination hall in the designated time. If they are more than 30 minutes late, they will not be admitted. Going out the examination hall shall be allowed only 40 minutes after the time of the exam starts.
  - If students are not suspended from classes.
  - Students should introduce the University Card and the No Liabilities Certificate.
- The student has the right to postpone a final exam if he/she has more than two exams on the same day.

- If the student in his/her last semester before graduation, succeeded in all courses except one, then he/she may have re-sit exam after paying 50% of the cost of the course.
- The examination regulations and procedures shall apply to the student during the period of exams, in examination halls.
- The possession of mobile phones or other electronic means of communication is strictly prohibited and will be confiscated by invigilators, if any.
- The answer sheets shall be preserved in the relevant college during the necessary period as prescribed by effective regulations.

Absence from a Final Exam

- In case the student is absent from an examination with a valid excuse, he/she will be allowed to take the exam within no more than two weeks from the start of the following semester. The student is deemed informed of the date of the incomplete exam.
- Any excuse shall be introduced in no more than 3 days from the exam provided that this excuse is ratified by the authorized parties in the University.
- The acceptable excuse shall be one of the following:
  - Medical report that is approved by the University authorities.
  - Death certificate of one of the first- and second-degree relatives.
  - Suspension or appearance in a court.
  - A perfectly valid excuse.
- The student shall pay the fees of the incomplete exam.
- The student who is absent from an examination without a valid excuse or absent from incomplete exam for any reason, will fail the exam.

Exam Control

- The invigilators shall oversee all examination affairs and shall follow the instructions of the Examination Coordination Committee.
- The invigilators and their assistants shall undertake the following:
  - Receiving the exam questions and the answer books from the ECC 15 minutes before the exam starts.
  - Verifying the student cards, their conformity with the examination books and the validity of their No-Liabilities-Certificates.
  - Distributing the examination questions to the students participating in the exams.
  - Ensuring the signing of students present in the examination hall and submitting the attendance sheet to the ECC.
  - Exerting all efforts to control the examination hall, including changing the student seats, excluding any student whose presence disturbs the peace and calm of the examination hall.
  - Submitting a report on the examination infractions to the ECC immediately after finishing the exam.

- Informing the students of all matters relevant to the examination affairs.
- Receiving the answer sheets from the students present in the examination hall.
- Submitting the answer sheets to the ECC.
- The examinee who - in state of emergency - goes out the examination hall shall remain under watch.
- The invigilators shall not be allowed to use mobile phones in the examination halls.
- The invigilators shall not be allowed to practice what may preoccupy them from fulfilling their duties such as: reading, correcting exam sheets, talking with colleagues, and talking on mobiles.
- Reading the exam questions by one of the invigilators shall be strictly prohibited.
- The invigilator shall be allowed to call the course instructor, only in dire necessity, under the supervision of the ECC to explain ambiguous questions, if any.

Cheating

- Any student who is caught in possession of written information relevant to the course, messages by mobile phone, or transmitting written or verbal information to his/her classmates shall be considered a cheater. This also includes the following:
  - Using a book, magazine, research, computer, or Internet file.
  - Using scraps, slips, or copies.
  - Using signs to convey information.
  - Sending or receiving information through mobile phones.
  - Writing on wall, ground, chair, clothes, or body.
  - Using any other means of information not allowed by the university regulations.

Trying to cheat

- Any student who is caught trying to possess written information, messages sent by mobile phones, transmitting written or verbal information related to the course to his/her classmates shall be considered trying to cheat. This also includes the following:
  - Looking at the answer sheet of another student.
  - Talking with classmates in the examination hall.
  - Possessing a mobile phone.
  - Possessing papers or any other means that comprises information relevant to the course, but not shown up.

Procedures Regulating Irregular Behaviors

- All cases of cheating or trying to cheat, disturbing the peace and calm of the examination hall, disrespecting one of the invigilators, impersonating an examinee or engaging someone else to take the exam by-proxy shall be reported to the Examination Coordination Committee by all the invigilators.
- The invigilator shall notify the student who is caught cheating or trying to cheat to see the chair of the ECC by means of a form designed by the Examination Coordination Committee and by which he/she will be informed of the place and time of his/her appearance at the University Disciplinary Committee (UDC).

- The Examination Coordination Committee shall refer the report to the University Disciplinary Committee in the same day to commence the investigation the following day.
- The University Disciplinary Committee shall conduct the investigation with the cheater (or trying to cheat) and report all available witnesses within no more than 48 hours, then a report shall be submitted by the UDC to the Vice Chancellor for Academic Affairs (VCAA). In case the student does not attend in the assigned time, he/she will be subject to an investigation that will be conducted in absentia.
  - The UDC shall be entitled to take the decision to keep the report in case the infraction is not supported by any evidence; the decision is deemed definite, and the student may be allowed to reset the examinations.
  - The Chair of the University Disciplinary Committee shall refer the report to the University Disciplinary Committee to take the appropriate decision regarding the infraction the examinee is accused of.
- Once asked by the invigilator, the examinee who is caught cheating or trying to cheat shall quit the examination hall.

Disciplinary actions

- The examinee who has tried to cheat at the end of semester exams shall be deemed have failed the course.
- The examinee that is caught cheating shall be deemed have failed all the courses of the end semester exams.
- The examinee who shall be considered to have failed all courses he/she registered in the semester and suspended from registration in the following semester is he/she who:
  - cheats a second time in the final semester exams; and
  - is caught cheating or trying to cheat in the final semester exams and proven to have disrespected the invigilators, deliberately tried to disturb the peace, or calm of the examination hall or call examinees to rebel.
  - The registration fees shall not be reimbursable in the above-mentioned cases.
- Any student who introduces a research paper or any measurable academic activity and proven to have plagiarized shall get a zero mark in his research paper, which subsequently induces a failure in the course and shall not be reimbursed.
- In case a student from the University is caught impersonating an examinee or engaging someone else to take the exam by proxy, they shall be both subject to expulsion for no less than two successive semesters.
- If a person from outside the University is caught impersonating an examinee the University shall be entitled to bring legal action against him/her, and the student shall be subject to irrevocable expulsion.
- The decisions shall be considered definite after approval by the Chancellor of the University.

Related Policies

- Students Records Policy
- Grade Appeal Policy
- Online Examination Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	VCAA	CFAA	BOT
V 2.0	08/02/2021	Approval of the Updated Policy	VCAA	CFAA	BOT
V 3.0	06/02/2023	Approval of the Updated Policy	VCAA	CFAA	BOT

Online Examinations Policy

Policy Name	Online Examinations Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	April 2020

I. Policy

Policy Statement

University of Science and Technology of Fujairah (USTF) is conducting online exams, according to the guidelines of the Ministry of Education (MOE) in the United Arab Emirates (UAE). Online exams at USTF are a part of the overall assessment process of courses offered through distance learning. Ensuring academic honesty in an online environment is vital to the integrity of online courses and programs. The academic integrity and quality assurance of distance learning at USTF are maintained via electronic tools. A student's incompliance with online exams' requirements during the exam is considered a violation and shall be dealt with according to the applicable disciplinary policies and procedures. USTF expects that all students will demonstrate academic honesty in all academic endeavors, including but not limited to online exams, as identified in the USTF Academic Integrity Policy.

Policy Purpose

The main purpose of this policy is to ensure that assessment and exams of courses designed for online delivery are of comparable quality to on-campus courses and achieve the same course learning outcomes. The purpose of the online exams conducted via the Learning Management System (LMS) is to support the integrity, equivalency, and authenticity of course assessment. Online exams, tests and quizzes are conducted remotely by faculty members teaching the courses and administered by the Final Exams Coordination Committee.

Definitions

- **Online Exams.** Exams made available to students online on a pre-defined day and time. Online exams shall be submitted through the university learning management system. Students studying and taking exams online are expected to have the necessary computer systems (hardware and software) and internet access. Together with faculty members, the Final Exams Coordination Committee is responsible for administration and supervision of online exams.
- **Practice Exam.** This is a try-It-out or a mock practice online exam designed by the course instructor to train the students how to access their real exam and to overcome any technical issues that might happen prior to the exam period.
- **Final Exams Coordination Committee.** The University committee responsible for organization, administration, supervision, and quality assurance of all final examinations, including online exams.
- **Instructor.** The faculty member who delivers the online course, serves as the subject matter expert and supervises the online exam.

- **Learning Management System.** A platform used for the delivery of educational courses and educational programs. USTF uses Moodle LMS.
- **Online Learning System.** A learning system provides individuals and groups with the ability to meet and learn through Information and Communication Technology (ICT) tools.
- **USTF e-Learning Office.** An office at USTF offering online technical support, supervising LMS technology and helping the University affiliate to organize and supervise online exams.
- **Violations of Exam Rules.** Violations are not cheating. For example, breaking the no-talking exam environment rule is a violation and the violating student receives caution. Repeated violations may subject the student to a disciplinary action.
- **Cheating.** These acts will make the student face a formal investigation. Academic misconduct will be reported and may result in a zero credit for the exam and disciplinary penalties stated at the university student disciplinary policy.
- **Misconduct.** Any behaviour that contravenes the University exam regulations, policies, or procedures, or is against the applicable exam rules.

Policy Details

1. Terms and Conditions

1.1 Students and faculty members are expected to comply with all policies regarding the conduct of online examinations issued by the University.

1.2 A student will undertake the examination without recourse to any aid (including but not limited to written notes, recordings, internet sites and books) beyond those allowed by the examiner himself during the examination.

1.3 A student will undertake the examination without recourse to any other person during the examination.

1.4 The examination must be supervised by the faculty members teaching the course in addition to another colleague assigned by the Final Exams Coordination Committee to ensure quality.

1.5 The faculty members administering the exam must provide their name, phone numbers and emails to the Final Exams Coordination Committee.

1.6 The exam supervisors must be present for the full duration of the examination.

1.7 The exam supervisors must take all necessary steps to ensure that the student undertaking the examination is the same person who has been studying the course.

1.8 The supervisors must take all necessary steps to ensure that the student taking the exam complies with the test environment rules mentioned in (2) below.

1.9 The exam supervisors must be prepared to allow full access to any member of the Final Exams Coordination Committee to confirm they supervised the examination according to the rules and regulation issued by the Final Exams Coordination Committee.

1.10 The online examination will be timed and will end when the student clicks on 'send' to submit the examination answers or when the time allowed expires.

1.11 If a student is unable to attend an examination for reasons of illness or external factors, such as a power blackout, the student can re-sit the examination by filling an "Incomplete Exam Form" and submitted to Admissions and Registration Office within 72 hours.

1.12 If a student breaches this Online Examination Policy, he will be subject to a review by the Student Disciplinary Committee to take the appropriate decision.

2. Test Environment Rules

Preparation of the online exam environment is the prime responsibility of the student. For establishment of a satisfactory online exam environment, USTF students must do the followings:

2.1 Provide the internet connection and electronic devices required for online exams and maintain continuous connection to the internet while taking these exams.

2.2 Close all other programs or windows on the testing computer before logging into the online exam.

2.3 Communicate with no one else by any mean while taking an online exam.

2.4 Allow no other persons to interfere with the exam session while taking an online exam and make sure that the desk and walls around the student has no writing.

2.5 During the online exam, a student must set at a desk or a table free of books, papers and notebooks, except for exams of some courses that require students to use scratch papers, pens and calculators, as agreed upon between the students and the course instructor.

2.6 A student must turn off his mobile phone, or smart watch, or any other unauthorized device, and remove it away. A student is not also allowed to use headphones.

2.7 Maintain the online exam session quiet and ensure that there are no radio or TV sounds in the background, which may negatively affect the conduct of the exam.

2.8 A student is not permitted, during an online exam, to open any website or use any other software, unless rules for the exam specifically permit any or some of these materials.

3. Duties of the Final Exams Coordination Committee

3.1 Ensuring that all necessary measures have been taken in preparation for the online exams.

3.2 Making sure that timetables of the final online exams do not have any clashes and resolve any clashes with the college deans before the commencement of final exams.

3.3 Preparing the final online exams' schedules for all the colleges, indicating the numbers, dates and sessions of online exams.

3.4 Distributing the invigilators and their assistants on the online examination sessions and notifying the persons responsible for these sessions.

3.5 Announcing the online examination sessions before the commencement of the exams.

3.6 Ensuring constant presence of the members of the committee, during the online exam period, keeping the mobile phones on, and monitor the examination process in full coordination with the exam invigilators.

3.7 Holding daily online meetings to follow up the process of online exams and taking the necessary arrangements to guarantee smooth-running of the examination process.

3.8 Receiving the attendance sheets from the invigilators and submitting them daily to the Admissions and Registration Office.

3.9 Submitting daily reports on the course of the online exams to the Higher Administration of the University.

3.10 Studying online exam infractions and referring them to the student disciplinary committee.

3.11 Taking decisions regarding the invigilators' reports regarding repeated interrupted students' camera during online exam sessions, or students' exits the exam session, or the students could not login exam session, for technical or other reasons.

3.12 Cancelling of a student exam, addressing the course instructor not observing his grade and directing the student to submit an "incomplete exam form" to the Office of Admissions and Registration within 72 hours of the end of the online exam, in the event the committee is convinced that the student failed to leave the online exam session due to a technical error.

3.13 Referring a student to the student disciplinary committee, based on the report of the exam invigilators, and the committee's conviction that the student has attempt to cheat during the online exam.

3.14 Preparing a final report on the progress of final online exams immediately at the end of the exam period.

4. Student Responsibilities

4.1 A student must carefully read the published online final exam regulations and abide by them to avoid any violations.

4.2 A student should check the online final exams schedule announced by the University.

4.3 A student must dress in an appropriate way as if he is on-campus.

4.4 A student is not permitted to wear a hat or sunglasses during an online exam.

4.5 A student must verify his identity using his University ID card having his name and photo according to the University official records.

4.6 A student will need to stay in view of the webcam for the duration of the online exam. If a student webcam after the start of his online exam, because of poor communication, he must do his best to reconnect in the shortest time possible.

4.7 A student must assess the online exam on time once made available, and the student is considered absent if he does not take the exam with his colleagues in the same exam session, or if he submitted the exam without entering the exam session.

4.8 A student must provide a private space with no interruptions, and he will have to remove any materials which are not permitted for his online exam.

4.9 A student must not leave the exam session during the online exam period for any reason. A student should not leave the online exam session before one-half of the exam time has passed.

4.10 A student must not ear buds or any other type of listening equipment during online exams.

4.11 A student must use a computer with a camera to take online exams and he is not allowed to use his smartphone. But in exceptional cases, the student can be allowed to use his smartphone to take an exam, provided that all the above conditions are met, the most important of which is keeping the camera on throughout the exam period.

4.12 A student having a disability and needs specific arrangements to take an online exam, he must obtain the necessary approvals from the University, through the Deanship of Student Affairs, before the start of his exam.

5. Faculty Responsibilities

5.1 Complying with USTF policies and procedures regarding the conduct of online exams.

5.2 Using the Moodle system to prepare exams and ensure that the exams are already online enough time before their start.

5.3 Maintaining the confidentiality of final online exam questions.

5.4 Avoiding the release of the online final exam results to students until they are officially announced by the Office of Admissions and Registration.

5.5 For using the Webex program to monitor online exams, the following should be done:

5.5.1 Providing the names and a contact phone numbers to the Final Exams Coordination Committee.

5.5.2 Supervising the final online exams for the courses they are teaching along with another colleague assigned by the Final Exams Coordination Committee to ensure quality and attending the full duration of the online exam sessions.

5.5.3 Announcing to students at the beginning of the examination session, when it is necessary to communicate with the exam invigilators, this should be done in writing (using chat). The invigilators must periodically verify that there is no talking in the exam session for all students.

5.5.4 Restricting the access of exams on Moodle system with a password that will be announced at the beginning of the exam session through the Webex program only for students who enter to start the online exam.

5.5.5 Making sure that all the student undertaking the exam online are the same persons who have been studying the course, by seeing them through their turned-on cameras constantly, and informing students at the beginning of the exam that in case of repeated camera shut down, their exams shall be canceled.

5.5.6 In case the student's camera is repeatedly turned-off, despite invigilators instruction to keep it on several times, and considering this an unacceptable bypass at the invigilators' discretion, the student's exam is canceled, and a report is submitted to the Final Exams Coordination Committee, clarifying their opinion whether the camera shutdown is the result of a technical failure or for some other unknown reasons.

5.5.7 Video-recording the progress of the online final exam sessions on the computers of the attending faculty member, not on the cloud to avoid automatic deletion of the recording. This is done through the Webex system, by choosing (Share) menu, then choosing (Share my Meeting Window), and start recording.

5.5.8 Inviting any members of the Final Exams Coordination Committee, via the Webex system, who would like to check on the efficient running of the exam session.

5.5.9 Calling any member of the Final Exams Coordination Committee, by the observers, to solve any problems that may hinder the online examination process.

5.5.10 Holding all examinations at the specified times and holding the exams of courses having more than one section at the same time to prevent cheating.

5.5.11 Submitting reports on exam sessions through the Webex system, in accordance with the instructions issued by the Final Exams Coordination Committee in this regard.

5.6 For using the Lockdown Browser application to monitor online exams, the following should be done:

5.6.1 Training on the use of the application to monitor the final online exams.

5.6.2 Ensuring that students are trained to use the application, and that application is installed on their computers, by conducting a practice exam before the final exam, as a condition for its use in the online final exam.

5.6.3 Reviewing application records for the examination session for all students, and submitting the review reports, according to the instructions issued by Final Exams Coordination Committee in this regard.

6. Acts of Cheating

Cheating in online exams is strictly prohibited. Any student who cheats or tries to cheat will be referred to the student disciplinary committee to take the appropriate action, in accordance with the University policies in effect. The followings are considered acts of cheating:

6.1 A student intended not to turn on his webcam while taking the online exam.

6.2 A student does not bound by the instructions of the course instructor or the invigilator during the online exam session.

6.3 A student leaves the online exam session before completing the specified period, despite being notified by the invigilators.
6.4 A student submits the exam without attending the exam session.
6.5 A student use of unauthorized electronic tools or software during the online exam session.
6.6 A student committing any other behavior during the online exam with the intention of cheating.

7. Disciplinary Penalties

7.1 The student's exam is canceled, and he is considered absent if he did not take the online exam with his colleagues in the same exam session, as a result of a technical failure, or if he did not enter the exam session at all.
7.2 A student who is proven to have cheated or tried to cheat for the first time during an online exam shall be deemed to have failed the course.
7.3 A student who is caught cheating for the second time in an online exam shall be deemed to have failed all the courses of the end semester exams.
7.4 A student who is caught cheating for the third time in an online exam shall be deemed to have failed all the courses of the end semester exams and shall be dismissed permanently from the University.
7.5 In case a University student is caught impersonating another student to take the online exam instead of him, both students shall be subject to expulsion for no less than two successive semesters.
7.6 If a person from outside the University is caught impersonating a student during online exams, the University shall be entitled to bring legal action against, and the student shall be subject to irrevocable expulsion.
7.7 Online penalties shall be considered definite after approval by the Chancellor of the University.

II. Procedures

Procedures for conducting online exams are a shared responsibility among the University, faculty members and students. Proper and systematic procedures allow conducting online exams easily and smoothly in a friendly environment.

1. Regulatory Procedures

1.1 Self-test the functionality of the online system well in advance of all online exams so that any troubleshooting that is required can be accomplished. A student can check with his instructor for available practice exams to test the exam system.
1.2 Establish and maintain a proper online exams environment prior to and during the exam. The online testing environment should mimic the traditional on-campus testing environment.
1.3 Conducting online exams according to the instructions of the Final Exams

Coordination Committee, and according to the terms and conditions of this policy, which will come into effect from the date of its approval by the Council for Academic Affairs at the University.

1.4 Careful review of the guidelines announced by the University on online exams by members of the faculty, administrative staff and students, as violators of these guidelines may face referral to the University discipline committees.

2. Exam Questions Procedures

2.1 Offer the online exam only at one set time so that students in the class cannot form a team and take the exam sequentially.

2.2 Hold the exam for a specific time. The course instructor choses the number of questions suitable to the online exam time, so that students do not have time to search the various sources for the answer.

2.3 Prepare more than one final exam, by enabling the random selection of the online exam questions and answers, anticipation that students may be taking the exam together on computers close to each other.

2.4 Submit exam questions simultaneously to reduce students' ability to finish the exam early, then return to questions and search online or in their notes to find answers.

2.5 Make use of question banks in designing online exams will make each student get a percentage of each exam that is different from other students. Present a few exam questions at a time, and do not allow backtracking.

2.6 Students should only be allowed to access the online exam once and faculty members should not allow students to get the answers to exam questions at the end of their exam and should not post answers until after the exam is finished.

2.7 Course instructors should change at least one-third of the questions on each exam every time the course is taught.

2.8 Design the questions so that they are not all recall questions, which are very easy to look up on a browser or do a find in their notes while taking an online exam. Make a good portion of the exam as application questions which measures the level of students' understanding to answer the questions.

Related Policies

- Examination policy
- Student records policy
- Student information release policy
- Use of technology resources policy
- Intellectual Property Policy
- Information technology policy
- Information and software technical support policy
- Student academic integrity policy
- Student rights and Responsibilities policy

- Student Disciplinary Policy
- Grading and Assessment Policy
- Student Appeal Policy
- Student Grievance Policy

Document History

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Exam Validity and Moderation Policy

Policy Name	Exam Validity and Moderation Policy		
Policy Owner	Program Coordinator	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Exam validity is the pre-delivery process of an exam to ensure that the assessment method is well structured, linked to the course / program objectives and it accurately measures what it is supposed to measure. While moderation of the exam is a post- delivery action to ensure that the marking and grading of the exam are appropriate, fair, consistent, and transparent.

Definitions

- **Exam Validity:** Refers to what characteristics the test measures and how well the test measures those characteristic.
- **Exam Moderation:** It is a process for ensuring that marks or grades are properly judged.
- **Exam Blueprint:** It is a three-dimensional chart indicating each question in respect to objectives and contents, the weightage (percentage) of each tested domain and marks of each question.

Purpose

The purpose of this policy is to ensure a consistent and reliable application of a pre-examination validity and post-examination moderation procedures for the assessment instruments to evaluate USTF students for the courses delivered by all USTF programs.

Procedures

A. Exam Validity

- Assessments with a weightage of 20% or above must be validated prior to delivery.
- For practical assessment: double averaged marking and/or rubrics for practical assessment examinations
- For theoretical assessment: a pre delivery exam blueprint is generated by each examiner reflecting the following:
  - weightage of each objective (course or the program learning outcomes).
  - weightage of each topic
  - weightage of each type of questions.
- A scoring key for objective type of questions is prepared.
- A marking scheme (for the other type of questions) indicating the expected outline of the answer and the value points for each aspect of the answer.

B. Exam Moderation Process

A sampled second marking moderation with a sample size of minimum 20% or five samples (whichever is greater) from each assessment are post-delivery moderated. The Sample should include answer sheets from across different grades (F, D, C, B and A).

- First marker (s) marking all students' examination assignments.

- A specified proportion (samples) of students' assignments are appointed.
- The moderator should review the first markers' marks using the marking scheme and scoring key.
- If the moderator is not satisfied that the marks are appropriate, they should discuss them with the first marker(s) for any necessary adjustments to the marks.
- Any adjustments or remarking should be applied to all students.

General guidelines

- The whole programme/course team including instructors, program coordinators and head of academic departments are involved in the validation and moderation processes.
- In the moderation of assessments every reasonable effort should be made to ensure student confidentiality is maintained.
- Exam validity and moderation are followed up by programme coordinators, the moderation process and results are then reported to the academic board.
- USTF requires that all assessment activities are moderated internally and/or externally at least once in a three-year cycle.
- Assessment may be moderated more frequently and/or use larger sample sizes where:
  - assessments have been significantly changed.
  - feedback suggests concerns about a course.
  - Newly introduced courses or courses taught by a new instructor.

Related Policies

- Examination policy
- Online examination policy
- Teaching and learning methods policy
- Grading and assessment policy
- Distance learning policy
- Students records policy

Document History

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Curriculum Approval and Revision Policy

Policy Name	Curriculum Approval and Revision Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

This policy describes the requirements of academic programs offered by USTF, and how their study plans are updated and modified.

Policy Purpose

The purpose of this policy is to explain the USTF`s procedures for approval of the curricula and study plans of its academic programs, and to define the measures required to apply minor and/ or major changes to the curricula of the academic programs.

Definitions

For purposes of this policy, unless otherwise stated, the following definitions and abbreviations shall apply:

- **University:** University of Science and Technology of Fujairah (USTF).
- **Admissions Period:** The period during which applicants can submit their admission application to the Office of Admissions and Registration.
- **Application Level:** Admission application category, whether undergraduate, graduate or transfer.
- **Active Application**: An application that is not marked as “Cancelled”, “Expired”, “Enrolled”, “Rejected”, or “Declined”.
- **Admissions Offer Letter:** A letter issued by the Office of Admissions and Registration and sent to the applicant notifying him/her that he/she has been admitted in one of the programs he/she has applied for.
- **Application Rejection Letter:** A letter issued by the Office of Admissions and Registration and sent to the applicant notifying them of the rejection of their admission application.
- **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- **Admission fee:** The fee collected to process the admission application.
- **Admission and Registration Fee**: The fee collected to process a student’s application and registration throughout his/her study at the University.
- **Application ID:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
- **Director of the Office of Admissions and Registration:** The director of the Office of Admissions and Registration at the University.
- **Major:** The major is the field of study in which a student specializes at the baccalaureate level.

- **Minor: A minor is a separate field of study outside the major or** concentration in which a student has a secondary area of specialization.

Policy Statement

a. Publication of Program Details

- The Head of the academic department is the coordinator of the development of the curriculum of any new program to be offered in coming years.
- The Head of the academic department ensures that the curriculum complies with the requirements that are stated in the Commission for Academic Accreditation (CAA) standards: the total number of credit hours must at least be equivalent to the minimum required number of credit hours for Bachelor programs by the CAA.
- The minimum total number of credit hours of a Bachelor Program should not be less than 120.
- 24 credit hours of the program should be devoted to General Education courses.
- The number of credit hours of Major courses must be 30 credit hours or more.
- According the 2019 CAA Standards, if the program contains a minor specialization, the number of credit hours of minor courses varies be between 12 and 18 credit hours. At USTF, the credits hours for all minors are 15.
- The head of department ensures that each part (General Education, College, Major and Minor requirements) must contain large number of elective courses to give flexibility to students.
- The head of department should ensure that the goals of the program are consistent and in line with those of the college.
- The head of department should ensure that the needs of assessment and Feasibility studies were conducted using valid approaches.
- The head of the department should identify the human and physical resources needed according to a plan once the program is offered.
- The Head of department submits the request to the college dean to be approved by the college council.
- Once the program is approved by the college council, the dean submits a request for the curriculum and study plans committee (CSPC) of the University for approval.
- Once the Approval of the CSPS is obtained, the dean of college presents the new program to the council for academic affairs (CFAA) for approval.
- Once the curriculum of the new program is approved by the CFAA, the dean of the college launches the procedure for initial accreditation from the Commission for Academic Accreditation (CAA).
- A program will be offered only when its initial accreditation by the CAA is granted.
- Each program should have a program specification document which contains the following details:
  - program title and program code/number.
  - authoring team.
  - date document prepared.

- dates of initial accreditation of the program and, where appropriate, subsequent renewal of accreditation of the program.
- dates of international accreditation and subsequent renewal of accreditation, if applicable.
- academic unit(s) delivering the program.
- in cases of interdisciplinary or jointly offered programs, the academic unit primarily responsible for the program.
- delivery support partner (as applicable).
- delivery mode(s).
- educational aims of the program.
- program learning outcomes.
- completion requirements.
- program structure.
- support for students and their learning.
- criteria for admission.
- facilities, including laboratories, studios or other specialist resources supporting the program.
- methods for evaluating and improving the quality and standards of teaching and learning.
- assessment plan for program learning outcomes.
- indicators of quality and standards;
- program matrices or schematic showing:
  - schedule of delivery.
  - program learning outcomes mapped to course learning outcomes.
  - program learning outcomes mapped to descriptors of the QFEmirates for the appropriate program level.
  - teaching and learning methods.
  - assessment methods.

Course Syllabus

For each course offered by University of Science and Technology of Fujairah (USTF), it shall provide a comprehensive syllabus, containing sufficient information to ensure that:

- Those involved in curriculum development understand any pre-requisites or co-requisites, and the learning outcomes of the course.
- Students and external reviewers understand the course's contribution to the program and its connection to other courses in the curriculum.
- Students who take the course understand what they need to have achieved to take the course, what will be expected of them during the course, and what outcomes they will have achieved having successfully completed the course.
- Sufficient information on the course is available for the purposes of course and program review (program effectiveness).

Each course syllabus should include:

- Course title and course code/number.
- Credit hours (or equivalent).
- Pre-requisites (if any) and co-requisites (if any).
- Name and contact information of instructor(s).
- Brief course description (as in the USTF University Catalog).
- Intended learning outcomes of the course.
- Linkage and contribution of course learning outcomes to the program outcomes.
- Linkage and contribution of the course and the program to the QF Emirates Strands.
- Course topics and contents on a week-by-week basis, including sessions for assessments.
- Scheduling of laboratory, studio, external visits, and other non-lecture sessions, including online sessions, as appropriate.
- Information on out-of-class assignments with due dates for submission.
- Methods and dates of examinations and other student assessments, including the relative weight of various assessment elements in determining the course grade.
- Teaching methods, including any use of online instruction.
- Course texts and recommended readings listed in standard bibliographic detail, and any other learning resources.

Revision of a program

- **Minor Revision:** A revision is considered as minor revision if the revision alters, neither the learning outcomes of the program nor the total number of credit hours of the program. The following are examples of minor changes:
  - changes to textbooks or other learning resources;
  - changes to prerequisites;
  - changes to course codes or titles if the content of the course is accurately reflected;
  - addition of new elective courses; changes to assessment procedures.

  The college dean may request approval from the Council for Academic Affairs for the recommendation made by the College Council to:
  - Introduce any of the changes above;
  - change the delivery mode of a given course: addition of a tutorial session or changing 1 credit hour of lecture by a 2 hours of Laboratory work and vice versa.
  - review the course description of a given course based on the assessment of the program without altering the Matrix of the program objectives.

- **Major revision:** A revision is regarded as a major if:
  - change the legal status or form of control of the institution, including a change in ownership or merger with another institution;
  - significantly alter the mission, goals, or objectives of an institution (this would

include the introduction of qualifications at a higher level);

- establish instruction in a significantly different format (such as an intensive term or weekend classes) or method of delivery (such as e-learning);
- make significant changes in the organizational structure, such as separating one unit or institution into two or joining two separate units (such as two departments or colleges);
- enter a contractual relationship with another organization to provide instructional services;
- change the language of instruction for any program;
- change program admissions requirements from those approved by the CAA during the accreditation process;
- make major reductions in program offerings;
- increase or decrease the length and completion requirements of a program; and
- introduce non-credit courses or activities that affect the mission or alter faculty workload.

- **Implementation of approved changes**
  - The Director of the Office of Admissions and Registration is responsible for the implementation of the changes on the study plan of the program on the Registration System.
  - If a course is substituted by a new course, then all enrolled students in the program that did not pass the former course, they will take the new course.
  - If the major revision is approved by the CAA, then the revised program will be applied to new intakes, and to all enrolled students whose study plan will not be affected seriously by the application of the revised version; (i.e.: the student will not have to earn an extra-large number of credit hours on the top of his/her remaining number of credit hours for graduation).

Related Policies

- Comprehensive Program Specification Policy
- New Academic Program Policy

Document History

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New Academic Programs Policy

Policy Name	New Academic Programs Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

I. Policy

Offering of new academic program stems from University of Science and Technology of Fujairah (USTF) Strategic Plan 2018-2023, and is designed to fulfill the vision, mission and goals of the University.

Definitions

For purposes of this policy, unless otherwise stated, the following definitions and abbreviations shall apply:

Academic Program: means the combined undergraduate and graduate educational program of a discipline and the associated scholarly and service activities of its academic unit(s). The latter includes contributions by any organized research center(s) operating under the oversight of the academic unit(s).

Academic Unit(s) means all non-departmentalized faculties, academic departments, schools, interdisciplinary programs and divisions.

Approving body: The relevant body that has authority to approve the policies and procedures.

Policy: A formal statement, which gives effect to USTF principles, values, procedures, requirements, and strategic goals and improves the university's risk management.

Procedure: A high-level description of all essential steps and responsibilities, and a brief explanation of how work is organized to achieve the policy.

Policy Statement

USTF seeks to develop new undergraduate and graduate programs that meet local, regional and global market needs. The University has identified key elements that secure the consistency, quality, and currency of its academic programs, and assure their effective delivery. These elements are given effect as a quality assurance framework that prescribes the minimum requirements of proposals for new academic programs and the processes through which they are approved.

Purpose of Policy

Developing successful strategy for preparing and offering new academic program combines science and art.

- The core objective of the strategy is to ensure success of the university in realizing its vision, mission and goals, which satisfies the needs of students, market and community.

- The main outcome of this strategy is to develop graduates for a technology-driven world, with creative minds, high level of professional skills and social responsibility to contribute to the sustainable development of the United Arab Emirates (UAE), the region and the world.
- USTF new programs, and the existing programs as well, are an integral part of the strategic plan 2018-2023, and help the University to realize its vision, mission, and values and to contribute to the UAE National Strategy for Higher Education 2030.

Policy Content and Guidelines

The establishment of a new academic program at USTF is conditional on production of evidence that:

- The program fits with USTF vision, mission, and goals;
- Feasibility of the program based on will-formulated survey of market needs;
- Availability of the capacity and resources;
- Potential students' enrollment;
- Level of support of USTF and the advisory board of the offering college;
- Program sustainability; and
- How much the program is technology-based.

The establishment of a new academic program is further conditional on satisfaction of the requirements set out in the procedures related to this policy and is subject to approval by the signatory authority. Subsequent modification of the academic program, such as by changes to major or other constituents must also satisfy the conditions specified by the Curricula and Study Plans Committee and is governed by USTF's policies and procedures.

II. Procedures

1. Proposals for new academic programs should be initiated within an academic department or college with the support of a core group of faculty members who are responsible for meeting the requirements of approval, making practical arrangements to establish the program once approved, and teaching courses in its major specialization(s).
2. The development of full proposals for new academic programs is conditional on prior approval of a program concept proposal by the College Council and then the Vice Chancellor for Academic Affairs (VCAA). The program concept proposal is no longer than two (2) pages and includes:
    - Rationale for the program (need, broadly defined, including academic justification);
    - Target student audience;
    - Evidence of need as defined in the rationale;
    - Demonstration of the fit of the program with the College/USTF Strategic Plans (2018-2023);
    - Resources required for program start-up and operation; and
    - Listing of similar programs available at USTF or within other UAE institutions of higher education.

3. In addition to the basic program information such as: rationale for the program; program objectives, goals and learning outcomes; curriculum and instruction; structure of the curriculum; admission requirements; and course descriptions, all full proposals for new academic programs must contain:
   - Assessment of the extent to which the proposed program adheres to the requirements of the UAE Qualifications Framework for the award of bachelor's or master's degrees;
   - Assessment of the extent to which the proposed program will achieve the learning outcomes stated in the Needs Assessment survey;
   - Assessment of the extent to which the award of the academic degree may enhance the employment opportunities available to the degree holders;
   - Comparative assessment of the conformity of the program to recognized academic standards in its field of specialization as set by the international academic community;
   - Assessment of the long-term viability of the program such as: student demand, need for graduates and resource implications;
   - Resources required for the program including: (1). start-up costs, (2). operating costs, and (3). costs for teaching and learning resources;
   - Overview of the faculty specializations required to teach the program;
   - Assessment of the relationship between the proposed program and other programs available at USTF or other UAE higher education institutions;
   - A plan for the ongoing evaluation of the program;
   - Full detail of the academic requirements that must be satisfied for successful completion;
   - Structures, personnel, and processes that will secure effective program delivery; and
   - A plan for securing the academic accreditation of the program.
4. The proposal must be approved by the council of the proposing department and in all cases must be approved by the college council. If the proposed program will be offered jointly by two colleges, the proposal must be approved by the Councils of both Colleges.
5. The dean(s) of the proposing college(s) will select at least one external reviewer to review the new academic program proposal. Nominated external reviewers must:
   - Be an internationally recognized scholar in a discipline relating to the program under review;
   - Have substantial experience in external examination, accreditation, licensing, or validation of programs of professional preparation offered by higher education institutions; and
   - Have no prior connection with USTF as student, faculty member, applicant for employment, research collaborator, or partner for the purposes of teaching and academic exchanges.
6. Comments and recommendations of the external reviewer shall be taken into consideration. The Dean(s) is/are responsible to make sure that these comments and recommendations are considered within the proposal. Explanations of changes made in response to a recommendation, or justifications of why no change has been made should be given. The finalized proposal must be sent to the office of the AVCAA at least eight (3) months prior to the submission for academic accreditation.
7. Scrutiny and assessment of finalized proposals is delegated to the Curriculum and Study Plans Committee (CSPC). The CSPC verifies the completeness of the program plan and,

through a process of discussion and deliberation among committee members, arrives at a decision to recommend whether to approve or decline the program based on the criteria given above.

8. The VCAA will then determine whether to forward the recommendations of the CSPC to the Council for Academic Affairs (CFAA) for its consideration. The CFAA's positive recommendation to establish the program will be forwarded to USTF Chancellor for the final approval of the University Executive Committee (EC) of Board of Trustees (BOT).
9. The University Chancellor notifies the VCAA of the outcome of the BOT decision. The AVCAA informs Office of Admissions and Registration (OAR), and thereafter the concerned college(s).
10. After intensive revision, the whole new program documents, along with attached appendices, are sent to the Commission of Academic Accreditation (CAA) for Initial Accreditation (IA).
11. The CAA, in turn, shall nominate an external review team (ERT) specialized in the submitted program area to review USTF's application. After revision is completed, the CAA shall schedule the ERT visit to USTF, provide the University with the visit details, and nominate a CAA's commissioner as a member of ERT.
12. The ERT shall visit USTF and verify the submitted program documents, and attachment, with the University Higher Administration, a campus wide tour, and intensive meetings with the dean and faculty of the college submitting the program application.
13. Within one month after the ERT visit to USTF, the University receives the RET's report through the CAA. USTF responds to the ERT recommendations and suggestions, and this this many take more than one communication round.
14. After USTF fulfils at the ERT requirements in full, the CAA informs the University with the decision regarding IA of the submitted program, including the time of Commencement of the program offering.
15. Thereafter the college(s) is/are responsible for the practical implementation of the program, including the introduction of the requirements and marketing to relevant stakeholders.

Related Policies

- Comprehensive Program Specification Policy
- New Academic Program Policy
- Curriculum Approval and Revision Policy

Document History

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Minors Policy

Policy Name	Minors Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

A minor at USTF is a related set of academic courses consisting of 15 semester credit hours leading to a formal designation on a student's transcript. USTF does not require students to complete a minor, however, a minor allows them to take advantage of the diverse program offered across the University to gain additional knowledge, skill, and competencies beyond their major field. Minors must be completed simultaneously with a major degree program. A minor may not be completed by itself, independent of a major program. This means that students cannot earn a minor after they have already earned their bachelor's degree(s). They need to be enrolled in a major program to pursue a minor. Multiple minors can be linked to the completion of a single major. USTF students must be aware that since the minor must be completed with a major, any pending minor requirements will prevent the awarding of the degree for their major. Completion of a minor is optional. If students ultimately decide to graduate without the minor, the minor must be removed from their records before processing their degrees. This policy applies to all persons including USTF faculty, staff, and students, who work and study at USTF.

Policy Purpose

The purpose of the minor is to broaden the scope of a student's college education and deepen his knowledge in an area outside the student's major program. A minor may be related to and complement a student's major, or it may be in a completely different academic program. Minors increase job opportunities upon graduation.

Definitions

- **Minor:** A minor is a separate field of study outside the major or concentration in which a student has a secondary area of specialization, requiring less course work than the major. Minors usually require that students earn 12-18 semester credits in subject area courses.
- **Major:** The major is the field of study in which a student specializes at the baccalaureate level. The major usually requires that a student complete a minimum of 30 semester credits (or equivalent) that are specified for the major and distinctive to that subject area.
- **Declaration of Minor:** Students must be enrolled in major programs before they can formally declare a minor.
- **Office of Admissions and Registration:** a reliable source of relevant information concerning, among many other things, academic programs, admission requirements, registration procedures, the academic calendar, and faculty current timetables.

A. Guiding Principles

- USTF Students are eligible to enroll for a minor while they are pursuing their major provided, they fulfill the admission requirements of the minor. Also, their application for

minor degree must be submitted prior to the specified deadline, which is the last year before graduation as per college offering.

- The student will be enrolled for minors after obtaining approval from the advisor, minor program coordinator as well as the Office of Admissions and Registration.
- The students' academic advisors will continue advising them for both major and minor. However, the academic advisors may seek assistance and cooperation from the program coordinators in the college offering the selected minors.
- The completion requirements for the minor, including the prerequisites of some courses, are well defined for all minors offered by USTF.
- Students studying minors must satisfy all the degree completion requirements of their majors as well as all stated completion requirements of the minors before graduation.
- The student's degree certificate and transcript will indicate both major and minor completed at the time of graduation.
- For graduation, the student must obtain a Cumulative GPA (CGPA) of at least 2.0 in all subjects related to the major and minor, as per the approved study plans.
- The CGPA of the student's major shall be calculated based on all courses in the approved study plan, while the CGPA of the student's minor shall be determined based on the list of courses specified for successful completion of the minor.
- Both CGPAs shall be mentioned in the student's transcript. Furthermore, the degree certificate shall mention the corresponding merit for both major and minor programs.
- A compulsory course which is included in the study plan of the student's major must be replaced by another optional course.
- USTF 14 minors consist of five courses (15 credit hours), either compulsory of three required courses (9 credit hours) and two elective courses (6 credit hours) selected from a group of courses.
- The submitted USTF minors for accreditation of the Commission for Academic Accreditation (CAA) of the Ministry of Education (MoE) in the United Arab Emirates (UAE) are derived from major programs offered by USTF and accredited by the CAA.
- USTF minors are prepared according to the 2019 CAA *Standards*.

B. Requirements and Declaration of Minors

- For programs offering a minor, the specific course requirements constituting a minor are listed under the corresponding department section in the university catalog.
- Students cannot declare a minor in their major field of study. Minors are open only for students from outside their major, and students who would like to study minors must select disciplines other than the discipline of their major.
- Students must complete the Minor Form obtained from the Office of Admissions and Registration (OAR) and submit it to the coordinator of their academic program.
- Students must obtain approval from the coordinator of the academic program offering the minor and request a meeting with the academic advisor of his major program to review specific minor program requirements.

- The approval must be obtained from the student's college dean during the year before their expected graduation academic year.
- The approvals of the college dean offering the major and the college dean offering the minor are required for admission of a student to the requested minor.
- The office of the dean will forward the approved forms to the (OAR).
- Forms received by the (OAR) after the end of the add-and-drop period of a given semester will be implemented the following semester.
- To be eligible to apply for a minor, students normally must have completed a minimum of 50% of the credit hours of their study plan and be in good academic standing.

C. Minors Graduation Requirements

- A student must fulfil all the requirements for both the major and the minor before graduation.
- A grade C of at least in each course and a Cumulative GPA of 2.00 must be earned in courses taken to satisfy the minor.
- Minor Requirements (9 credits).
- Minor Electives (minimum of 6 credits).

D. Withdrawal for a Minor

Students can withdraw from a minor by filling in the "Minor Withdrawal From" obtained from the Office Admissions and Registration (OAR) no later than the end of the add and deleting period of their graduation semester.

E. USTF Minors

The following USTF minors are accredited by the Commission for Academic Accreditation (CAA) in the Ministry of Education (MoE) in September 2022, and are derived from major CAA-accredited programs offered by USTF:

a. The College of Engineering and Technology offers the following minor degrees namely:

- Minor in Cyber Security to Electrical Engineering students
- Minor in Data Analytics to Electrical Engineering students
- Minor in Data Analytics to Information System students
- Minor in Data Analytics to Business Administration students
- Minor in Project Management to Information Technology students
- Minor in Project Management to Business Administration students

b. The College of Humanities and Sciences offers the following minor degrees:

- Minor in Psychology to Health Sciences students
- Minor in Psychology to Business Administration and Engineering students
- Minor in Psychology to Law students
- Minor in Psychology to Humanities and Sciences students other than Psychology Students.

- Minor in Sociology and Social Work for non-Sociology and Social Work Students.
- Minor in Public Relations and Advertising for non-Public Relations and Advertising Students.

c. **The College of Business Administration offers a Minor** in Management for Non-Management Students.

d. The College of Law offers a Minor in Legal Studies for Non-Law Students.

Related Policies

- New Academic Programs Policy
- Undergraduate Admission Policy
- Graduate Admission Policy
- Prior Learning Assessment and Recognition Policy
- Student Records Policy
- Student Finance Policy

Document History

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Internship Policy

Policy Name	Internship Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
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Policy Statement

This document sets out the University's policy relative to field training in public and private institutions. The Training and Continuing Education Center (TCEC) seeks to support the strategic vision of the University by bridging the gap between the academic realm, community, and employment market. It strives to achieve this aim through the student training and suggests training courses to some of the outside community institutions. In doing so the TCEC applies scientific criteria in the performance assessment and makes suitable decisions that ensure the quality of training output.

Policy Purpose

Among many others, students' internship aims to teaching students how apply their analytical, integrative, team skills in the workplace, networking opportunities with people from industry and organizations, calibrating post-degree career plans based on real-life work exposure, and offering students the opportunity for Pre-placement offers where feasible or appropriate.

Definitions

For purposes of this policy, unless otherwise stated, the following definitions and abbreviations shall apply:

- **Internship:** Field training
- **Intern student:** who will register in the Internship course.
- **Academic supervisor:** who will supervise a group of students receiving internship.
- **Field supervisor:** who will supervise and guide a group of intern students within training institution.
- **Training institution:** any external community institution (private company, bank, public organization or Authority, or local government entity) that promotes an effective training environment for intern students, and appropriate work experiences that are suitable to their specialization and gives job description in addition to relevant assignments that meet the training objectives.

Policy Statement

The Center of Training and Continuing Education (CTCE) seeks to support USTF's strategic vision by bridging the gap between the academic realm, the community, and the employment market. It strives to achieve this aim through the student training and suggests training courses to some of the outside community institutions. In doing so the center applies scientific criteria in the performance assessment and makes suitable decisions that ensure the quality of training output.

Policy Content and Guidelines

a. Training and Continuing Education Center (TCEC)

Through the TCEC, USTF ensures that:

- Institutions/potential employers are screened for their suitability for external training of USTF students.
- The screening is based on the appropriateness of the institutions for students, and good work experience.
- Agreements will be signed between the TCEC and institutions. The agreement must cover the following:
  - the institution offering training will give a job description and suitable assignments to the student to meet the learning objectives.
  - the USTF Center of Training and Continuing Education (TCEC) will inform the institutions of the name of the college advisor, and the assessment methods of the internship.
  - The TCEC gives the internship manual to the site supervisor who is assigned by the institutions to supervise the student.
  - The TCEC ensures that the site supervisor is aware of his/her responsibilities, which are defined in the internship manual of the college in which the student is enrolled.

b. Duties of the College

- The Dean of the college is responsible for the appropriateness of the training sites.
- The Head of the department is responsible on the quality of the supervision, schedule of oral presentations and appropriateness of the placement sites as far as the learning outcomes are concerned.
- The Head of the department prepare the list of students which will register in the internship well before the start of the internship.
- The Head of the department divides the students into specified groups considering the location of the companies at which the students will do their internship.
- The Head of the department assigns an internal supervisor to each group of students.
- The internal supervisor, who will supervise a group of students, will:
  - give an orientation session of 2 hours to the students as before the start of the internship;
  - receive the weekly reports of the students signed and commented by the site supervisor;
  - arrange meetings with the students on a regular basis, at least once in every 2-weeks for guidance to improve students' performance, and to discuss difficulties encountered by students;
  - raise difficulties encountered by students to the Head of the department and the Manager of the TCEC;
  - guide students on who to write the final report, and the content of their oral presentation;
  - ensure that each student will submit his/her final report on time; and

- ensure that each of his/her students informed on the schedule of the oral presentation to be defended in front of a Jury.

c. Incentive for Faculty who secure placement sites in new reputable companies/institutions.

- The Dean of the college and the Manager of the TCEC could recommend a bonus of up to 3000 AED to the Faculty member who arranges for five internships in reputed placement sites.

d. Schedule of oral presentations

- The Departments will schedule the oral presentations on Thursdays so that interested 2nd and 3rd year students can attend the oral presentations.

e. Grading of the internship

- Site supervisor: 40 marks
- Internal advisor: 20 Marks
- Jury:40 marks: 20 marks are devoted for the report, and 20 marks for the oral presentation

f. Submission of the Grades

- The student, without or with help of his academic advisor, registers the training course on the eMADA system.
- At the end of the semester, the USTF internal training supervisor collects the course grades from the site supervisor, himself, and the jury. Then, he enters the student's grade, and sends a copy the TCEC for records.
- The training grade sheet must be signed by the internal supervisor, the Head of department, the Dean of the college, and the Manager of the TCEC.

g. Assessment of the effectiveness of the Internship

- The members of the Jury will fill up a questionnaire that focuses on the learning outcomes, quality of the training site, and that of the site supervision.
- The Head of department will analyze the feedback expressed in the questionnaire.

h. Duties of the students (student job description)

During the practical training it is required from the student to:

- Understand and appreciate the objectives of the internship to get the maximum benefit from the training sessions.
- Correlate the theoretical knowledge with professional practice.
- Acquire additional technical knowledge concerning the field of training.
- Improve his/her communication skills, both oral and in writing.
- Show initiative and develop self-confidence in handling the assigned tasks in real-life.
- Learn the significance of teamwork and act as a responsible member of the team working with.
- Develop his/her personality by learning about self-control, punctuality, professional responsibility, and time management.

- Demonstrate at the training site that USTF students are serious learners with positive attitudes and can make contribution to the ongoing jobs at the training sites.

The evaluation of the student's training will be based on how well he/she achieved these duties.

Related Policies

- Completion of Courses of Practical Nature Policy
- New Academic Program Policy
- Undergraduate Completion Requirements Policy
- Graduate Completion Requirements Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Teaching Practical Courses Through Distance Learning Policy

Policy Name	Teaching Practical Courses Through Distance Learning Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

Implementing practical based courses under Distance Learning Environment (DLE) is a challenging task as the teaching of practical based courses involves intensive practical work. USTF aims to remove the difficulties and challenges in implementing the practical based courses under DLE to ensure the continuity of students' practicing, online, if possible, to fulfill the CLOs of the practical course.

Policy Purpose

The policy governs the completion of courses of a practical nature, such as internships, graduation projects, and field studies offered via Distance Learning modes.

Definition

Practical-based Courses: In general, practical-based courses are such courses or subjects where the practical/ action /skill related tasks such as project works, experiments are found. Practical based courses are understood as the courses which are evaluated through three ways evaluation system: i.e., term end theory examination, term end practical examination, and submission of assignments. Examples of practical-based courses: internships, graduation projects, and field studies.

Procedures

Faculty Responsibility

Due to the nature of practical-based courses, which allows the students to apply the theories they are learning in practical course that need face-to-face teaching mode. The faculty responsibility is to determine the following:

Objective Structured Clinical Examination

Objective Structure Clinical Examination (OSCE) was devised primarily for use in undergraduate assessment. This examination was structured in that the questions had a well-defined marking system with pre-determined answers and pass or fail criteria. It was also structured in that it comprised of a series of consecutive timed stations and was clinical in that these stations comprised scenarios to test specific clinical skills including diagnosis, interpretation, and treatment planning. The gradual evolution and development of this methodology has led to its widespread use as an assessment tool in undergraduate and graduate medical and dental assessment. It has also been used for the assessment of certain clinical skills, communication skills on simulated patients and even clinical decision- making skills. One of the main strengths of the OSCE examination is its inherent objectivity whereby the aim is to remove patient and examiner variation so that the only variable being examined is the ability of the candidate. Other advantages of the OSCE system include the flexibility and versatility made possible by the multiple station design. This means that it is possible to

examine a range of skills and disciplines and even to incorporate more than one skill or discipline simultaneously in the design of a particular station.

This policy describes how to plan, construct, and deliver an Objective Structured Clinical Examination (OSCE). An OSCE is an examining process made up of a series of stations of equal length set in a circuit. An OSCE usually has 10-15 stations each of eight to fifteen minutes.

As more dental curricula become revised to show integration in design, so assessment practices should change to reflect that nature. In practical/clinical assessments, traditional methods are replaced by performance-based assessments such as Objective Structured Clinical Examination (OSCE) and Objective Structured Practical Examination (OSPE). They provide means to test wide variety of knowledge and skills in a structured and standardized format. Use of clinical stations, with models and simulated patients, has enabled clinical skills to be assessed in a standardized manner.

Clinical Competence

It is the acquisition of a body of relevant knowledge and of a range of relevant and related skills which includes personal, interpersonal, clinical, and technical components. In the case of clinical education, which is still primarily based on an apprenticeship model, instructors define what the trainee is expected to do and then test their ability to do it. However, because of the complex reality of what doctors do on a day-to-day basis, clinical competence gives a rather limited view of their work, professional experience, and expertise. Therefore, competence itself is best seen as a pre-requisite for performance in the real clinical setting where it would be expected that a doctor operated at a higher level in many areas and demonstrated mastery in some.

While the OSCE has been used in undergraduate medical assessment for almost 20 years, it is only in the past few years that the OSCE has become an assessment tool in undergraduate dental education. Its interpretation and application in the assessment of dental competencies varies quite widely, and it was perceived that the OSCEs would be used for clinical operative skills testing in the early days when they were introduced to dentistry. There is however a fundamental difference between medicine and dentistry in the conferring of clinic skills. It is sufficient for the medical graduate to have attained an adequate level of competence in examination, diagnosis, and interpretation in the clinical situation, but the dental graduate must in addition be a competent surgeon.

OSCE questions are focused exclusively on the clinical tasks a dentist performs while providing direct, chairside treatment to patients. Based on the test specifications, topic areas included in the OSCE can follows restorative dentistry, prosthodontics, periodontics, oral surgery, endodontics, orthodontics, prescription writing, medical emergencies, oral pathology, pain control and temporomandibular dysfunction. Diagnosis, treatment planning, and occlusion are assessed across the topic areas listed above. The examination includes questions involving each of the following patient types: pediatric, geriatric, special needs, and medically complex. OSCE questions can include one or more correct answers, one or more critical errors and response options that are unscored (neither contributing nor deducting from the points awarded for the question). Answering questions correctly without missing points due to a

critical error requires depth and breadth of clinical judgment with emphasis on clinical application and synthesis of clinical knowledge.

Assessment of clinical competence

According to the general classification of learning's three major domains, namely knowledge (cognitive), skills (psychomotor), and attitude (affect), medical schools use three different types of tests:

- Achievement tests that mainly focus on assessments of knowledge.
- Tests of performance that mainly concentrate on the assessment of skills.
- Tests of professionalism, which mainly concentrate on the assessment of communication, ethics, and behavior.

There is an unavoidable overlap between the three domains of learning and therefore care should be taken that during testing, emphasis should not be allowed to shift significantly from the intended domain to the overlapping domains.

Communication skills

These skills lead to proficiency in communication - an essential skill for clinical practitioners because of the large and varied number of people doctors must communicate with every day and the range of circumstances, some of which might be very distressing. It is now widely acknowledged that both students and graduate doctors can be educated in communication skills and their proficiency can develop to extremely high levels of expertise.

Clinical examination skills

These are the skills used by practitioners when they examine patients with various clinical conditions. The students are expected to be able to use clinical examination skills to examine patients and be able to identify, elicit, and interpret the major signs of common clinical conditions and are expected to perform all important diagnostic procedures, as well examine results, and identify and interpret those that are abnormal.

Instructions

Clear instructions should be written for examiners, examinees, and patients.

1. **Instructions for candidates**

   Candidate instructions may state the specific task or skill to be demonstrated. They must be clear and precise, whereby any person reading the instructions will have a full understanding of the task.

   At integrated stations, more than one competence can be tested, in which case, clear instructions for both tasks must be provided. Instructions should also include any cognitive components like interaction with the examiner, the answering of questions, commenting on the actions performed and reasoning. Finally, it is always useful for the candidate to know the division of marks between tasks and questions that might be asked.

2. **Instructions for the examiners**

   Explicit instructions should always be provided for the examiners of a station. As an introduction the station profile shall be presented, with a clear statement of the construct

being measured. The instructions to the candidate shall also be given so that the examiner may consider any clarifications of special importance is whether prompting and interaction is allowed and should include when to interact, how it should be done and to what extent. If any modification in the scoring will result from triggering/prompting, that should also be specified.

Full instructions shall be given for marking, for example the one given below for an undergraduate OSCE:

2.0/2.0: Satisfactory demonstration at required level
1.5/2.0: Borderline quality
1.0/2.0: Unsatisfactory due to a significant error or omission
0.5/2.0: Weak quality for level required.
0.0/2.0: Multiple problems due to significant error(s) or omission(s)

Each level shall be explained in detail with descriptors to ensure that every candidate is assessed in the same way, and this is particularly important when more than one examiner examines the same station.

Preparing the examinee's exam book

An OSCE book is desirable but might not be favored by every OSCE examiner. Not everything goes into the OSCE book, for example the Observer Examiner station mark sheets are retained at the station. Exam books were found to be very useful for the candidates. It is recommended to include the following in the book:

- The map of the venue.
- The instructions and regulations for the exam (for example, five minutes reading time are allowed at the beginning of the exam).
- The scenario and instructions for every station (active and static).
- Marks awarded for each component of the station.
- Answer sheets, in most cases with the questions, for example, X-ray and data interpretation.
- Available resources. It needs always to be stated what the candidate should expect in general at each station.
- Simulated patients / standardized patients.

Standardized patients who are the real patients could be used in the OSCE, but it may be difficult to find standardized patients with similar clinical features for more than one OSCE circuits. Using non-standardized patients can be more problematic than using simulated patients. So, most of the time the use of simulated patients is preferable because of their availability, more easily reproduce the same case for all examinees, and able to give feedback (if necessary) as well as providing opportunities for sensitive consultations. It has been shown that a well-trained simulated patient can be used not only to present the patient in a consistent and reliable manner, but also to evaluate the clinical skills of the examinee. The simulated patient should be committed to repeatedly portray a clinical condition with standardization, confidently, in a comfortable manner and take educational responsibility if

required. Being repeatedly interviewed or examined is always tiring and sometimes uncomfortable. Therefore, it may be desirable to train two simulated patients for such a station, particularly if the exam is for a longer duration or if the station is demanding.

Recommended standards and guidelines for the delivery of exams

- An OSCE committee should be appointed with an exam coordinator to supervise the delivery process helped by a support team.
- A suitable exam venue should be chosen, prepared, and tested well ahead of the exam day with sufficient space for patients, examiners at their stations and briefing and quarantine rooms for candidates.
- To reduce variability and improve inter-rater reliability, workshops/training courses must be organized for the purpose of training and orientation of examiners and simulated patients.
- The entry and collection of candidate marks should be done as soon as possible after each OSCE session.
- The evaluation of students at each station could be done by examiners physically present at the station or through a closed-circuit video system.
- Instructions, answers, and reflection could be done on papers posted and located at each station or preferably in an examinee's OSCE book distributed to candidates at the beginning of the exam.
- Debriefing of examiners, patients, candidate representatives and support staff should be done as soon after the day of the OSCE as is convenient.
- Some of the stations will need to be videoed for standardization purposes and to give further feedback to examiners.

Simulation

Simulation in clinical education has been viewed to improve clinical competence of health practitioners by providing experiences, enhancing knowledge, and changing behaviors to improve the quality of care provided and, ultimately patient safety outcomes. This goal is achieved by providing opportunities for students to refine skills away from real patients and in controlled environments. Exposure to typical as well as rare patient presentations and clinical situations can be engineered in simulation so that all students are guaranteed to encounter these situations. Further, the safety of the student may be enhanced through creation of a supportive learning environment that can improve student confidence and student satisfaction. A patient simulator is designed to replicate either a part of oral cavity for clinical assessment, allow for the performance of one or more clinical procedures which can support aspects of patient assessment, a range of clinical procedures and holistic integration of patient care for scenario-based learning.

3. Simulation topics:

- Oral Health Evaluation
- Oral health risk assessment

Oral Health Evaluation: Perform oral health evaluations linking patient history, risk assessment, and clinical presentation.

The simulation of each group takes approximately 40 minutes to complete.

Live demonstration (15 minutes). To best prepare the students, perform a live demonstration of the oral exam before conducting the simulation.

Simulation orientation (3 minutes). Review the learning objectives.

- Describe the health status of the patient's oral health.
- Identify abnormal lesions.
- Provide anticipatory guidance.
- Communicate the appropriate referral (if needed) within the appropriate time frame.

4. **Review the simulation process with the students.**
   - State the length of the simulation (10 minutes).
   - Point out the location of the surgical masks, gloves, gauze, and protective eyewear students will be needed.

5. **Simulation (10 minutes).**
   - The student will interact with the standardized patient as if that person had the clinical condition outlined in the case scenario and presented in the accompanying photographs. The student will:
     - View a photograph of the presenting clinical condition for the case.
     - Offer the patient anticipatory guidance based on the clinical findings in the photograph.
     - Make a dental referral, using the Sample Dental Referral Form, if appropriate.
   - Debrief (10 - 12 minutes). After each simulation, generate open discussion about the exercise by inviting reactions from both the standardized patient(s) and the student.
   - For further discussions, the faculty can ask the student to consider the patient history and specific clinical findings as they relate to the following questions:
     - How would you describe the health status of the patient's oral health status?
     - If you found a lesion, would you classify it as normal or abnormal based on the patient history and the clinical examination?
     - What did you think of the anticipatory guidance the provider offered the patient? Would you have offered anything different?
     - Would you refer the patient to a dental specialist? If so, why?
   - Oral health risk assessment: Provide targeted patient education about importance of oral health and how to maintain good oral health, which considers oral health literacy, nutrition, and patient's perceived oral health barriers.
   - Overview for instructors. The purpose of this exercise is to provide students the opportunity to interview a patient, make an oral health risk assessment, and determine the need for referral. This simulation does not incorporate an oral examination as part of the risk assessment. It can be performed in any type of environment necessary (i.e., clinic, bedside, doctor's office, or classroom).

- This simulation will take approximately 30 minutes for each group of students to complete.
- Simulation orientation (5 minutes). Review learning objectives.
  - Describe the impact of oral health on systemic health and chronic disease management.
  - Identify risk factors that impact oral health.
  - Identify and describe the impact of alcohol use, tobacco use, or other risky behaviors on oral health.

6. **Review the simulation process with the students.**
   - State the length of the simulation (30 minutes).
   - Explain that one student in each group will act as the provider and all other students in the group will act as observers.
   - Emphasize that only the provider will interact with the patient while all other students observe.

7. **Simulation (15 minutes).**
   - Role of provider. The provider in each group will interact with the patient by reading from a script while the other students observe. After the standardized patient presents with findings outlined in his or her patient case scenario, the provider will:
     - View a photograph of the presenting clinical condition the patient described.
     - Offer the patient anticipatory guidance based on the clinical findings in the photograph.
     - Make a dental referral using the Dental Referral Form if necessary.
   - Role of student observers. The observers should watch the provider interact with the patient and read along with the script as the interview progresses. Observers should make independent decisions regarding assessment, recommendations, and referral and should not communicate during the simulation.
   - Debrief (10 minutes). Generate open discussion about the simulation by inviting reactions from both the standardized patient and the students. To prompt discussion, ask students to consider the given patient history and specific clinical findings. Then, ask the following debriefing questions:
     - How did you classify the patient's risk status (low, moderate, high)?
     - What specific recommendations did you have for this patient?
     - What did you think of the anticipatory guidance the provider offered the patient? Would you have offered anything different?
     - Would you refer the patient to a dental provider? If so, why?

Assessment of clinical competence

Development of clinical competence in health science students remains a complex and challenging task for health care educators worldwide. This is in part due to the multifaceted nature of clinical interactions. Achieving clinical competence requires application of theoretical understandings, clinical reasoning, and psychomotor skill for the performance of

clinical interventions and procedures. Simulation offers one method of developing clinical proficiency and assessment of clinical competence. There are advantages associated with the use of simulation, including the ability to set standardized assessments allowing for the consistent replication of a clinical case. Using simulation allows the educator to focus on assessing pre-determined clinical decision-making and procedural competencies.
There are a variety of ways in which to rate and report on the performance of an individual in simulation. These range from simple competent or not yet competent to graduated Likert scale ratings from poor to excellent, and those employing stages of professional development from “novice” to “expert”.

1. **Benefits of simulation assessment**
   - The student can make “incorrect” clinical decisions and interventions (that in real life would be stopped and or corrected by the assessor in the interest of patient safety) and observe the consequences. Simply put, simulation allows for the making of errors and reflection on these without the ethical and clinical dilemmas created in an authentic environment.
   - Using a standardized simulation for all students enhances the validity and reliability of the assessment. In the authentic clinical setting, it is not always feasible to have an entire class of students assess and manage the same patient.
   - Simulation allows the educator to target the areas of practice they wish to assess and then set simulation activities to force student responses and behaviors.

2. **Remote discussion of clinical cases in dentistry**
   The incorporation of online elements in education could become the transformative pedagogy to help dental schools overcome many of the present challenges, such as a shortage of academic teachers, the increase in the number of students, and inadequate teaching resources. It was found that online education could improve time management, communication skills, critical thinking, and knowledge application beyond physical classroom boundaries. With various tools and systems including telecommunication services, communications or social software, rich media in interactive training and learning, virtual learning environments, and virtual reality (VR), online teaching has delivered a broad array of solutions for the democracy of medical knowledge. The implementation of digital technologies in dental curricula has started globally and reached varying levels of penetration depending on local resources and demands. One of the biggest challenges in digital education is the need to continuously adapt and adjust to the developments in technology and apply these to dental practice.

Methods of remote case discussions:

1. **Faculty discussion**
   - The faculty presents a case to the students and discusses the case in detail including management.
   - Student presentations

- The students present the theoretical aspects related to the case like etiology, clinical findings, and treatment plan.

2. **Case demonstrations (live/recorded)**
   - The faculty can plan a live demonstration of the case, if possible.
   - The faculty can show a prerecorded video of the management of a similar case.
3. **Laboratory demonstrations**
   - Simple demonstrations of the clinical procedures can be shown in the simulators.
   - Remote assessment of the student in Dentistry.
4. **Methods**
   - Assessment techniques including MCQs, short answer questions, multiple choice questions.
   - Oral exams through MS teams.
   - The assessments are to be carried out in accordance with the guideline given by the University.

Related Policies

- Internship Policy
- New Academic Program Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Course File Policy

Policy Name	Course File Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

Course files must contain sufficient information on each presentation of the course so that the faculty or other persons who evaluate program effectiveness can determine whether the course is meeting its learning outcomes, whether the course is being delivered in accordance with the syllabus, and whether changes to the course are appropriate.

Policy Purpose

This policy states the standards for course preparation, update, and revision.

Definitions

Course File: File that contains all course materials and is prepared, updated, and reviewed by course instructor and uploaded in electronic format in the Moodle system.

Course Instructor: USTF faculty member teaching a course.

Course Coordinator: Coordinator of the academic program and reviewer all course files prepared by faculty under his supervision.

Dean: College dean.

Policy Details

All faculty members at USTF are required to prepare course files for courses they teach. Course files must include the following information, which must be uploaded in electronic form at the end of each semester through the Moodle System:

- Syllabi for the current and most recent previous offerings of the course, including any summer term offerings.
- Copies of all instructor teaching materials.
- Copies of all assessment instruments.
- Instructor worked answers and marking schemes for all assessment instruments.
- Examples from across the range of student performance of graded responses to all assessment instruments.
- Student assessment data.
- Comprehensive instructor review of the presentation of the course, covering:
  - Appropriateness of the course learning outcomes.
  - Extent to which the syllabus was covered.
  - Extent to which learning outcomes were met (with evidence).
  - Appropriateness of textbooks and other learning resources.
  - Appropriateness of assessment instruments in relation to learning outcomes.
  - Appropriateness of the balance of assessment.
  - Appropriateness of prerequisites.
  - General comments on any problems encountered with the course.
- Quantitative analysis of student performance including individual student grades, both cumulative and for each assessment, and grade distribution.
- Summary of student feedback on the evaluation of the course.

- Instructor's proposals for any course improvements.
- Summary of actions taken to improve the course.

Policy Implementation

- Program coordinators and college deans are responsible for ensuring that the requirement of this policy is communicated effectively and are supported by appropriate administrative arrangements and documentation, according to the template developed by the Office of Institutional Planning and Effectiveness (OIPE) in compliance with 2019 CAA *Standards*, Annex 16. Course Files, Pages 94-95, Version December 2019.
- Preparation, update, and revision course files is one of the main the responsibilities of course instructors.

Uploading eCourse Files on the Moodle LMS

One of the best practices at University of Science and Technology of Fujairah (USTF) is the uploading of electronic course files for all taught courses, irrespective to the number of students, on the Moodle Learning Management System (LMS).

- The process of uploading eCourse Files is systematic, electronic, and is carried out under the direct supervision of the Office of Institutional Planning and Effectiveness (OIPE), with whom this whole process was initiated.
- The course instructor uploads all the course materials described, in detail as described in this policy outlines.
- The uploaded materials are check listed by the chair of the college's assessment and continuous improvement committee (ACIC) and signed by the course instructor and program coordinator.
- After complete check of ACIC of the eCourse file, the Committee fills the Course Assessment Report (CAR) form, indicating the comments to be taken by the instructor in the next course offering.
- The eCourse file is then sent to the chair of the College Effectiveness Committee (CEC). The Committee meets and further discuss all the college's uploaded course files and fills its section in the CAR form, showing the comments to be taken by course instructor in the next course offering.
- The eCourse file is forwarded to the college dean on the Moodle LMS. The college dean reviews the completeness of the course materials and forward it to Office of Institutional Planning and Effectiveness (OIPE).
- The OIPE further check the eCourse Files, for all offered courses in the semester, and send a list of uploading course status to all college deans and the university higher administration to follow-up the uploading process till all the eCourse Files are uploaded, according to the confirmation of the OIPE.

Policy Review

This policy will be revised periodically to address any new requirements from the Commission for Academic Accreditation (CAA).

Related Policies

- Course Syllabus Policy
- Examination Policy
- Online Examination Policy
- Internship Policy
- Distance Learning Policy
- Student Records Policy
- Student Information Release Policy

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Course Syllabus Policy

Policy Name	Course Syllabus Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

The course syllabus is a document, summarizing basic information about the course, must be distributed to student the first day of class. The course syllabus must include the following information:

- Course goals, objectives, and requirements as they relate to the goals of the academic program.
- Course teaching Methods.
- Required and recommended texts, software, and other materials.
- Plan for how learning will be assessed, including a grading scale.
- Attendance policy
- Instructor's office hours and methods of contact, including email and office telephone.
- Dates and requirement of course work mid-term and final exams.
- Statement of USTF's academic integrity policy.
- The course instructor may arrange for audio or video recording of all or part of a class and make it available to students enrolled in this class.

Policy Purpose

The policy provides guidelines for developing syllabi of all courses offered by University of Science and Technology of Fujairah (USTF). These guidelines are based on the requirements of the CAA *Standards* 2019.

Policy Scope

This policy applies to faculty, teaching assistants, staff, and administrators involved in curriculum development.

Policy Details

For each course offered by University of Science and Technology of Fujairah (USTF), it shall provide a comprehensive syllabus, containing sufficient information to ensure that:

- Those involved in curriculum development understand any pre-requisites or co-requisites, and the learning outcomes of the course.
- Students and external reviewers understand the course's contribution to the program and its connection to other courses in the curriculum.
- Students who take the course understand what they need to have achieved to take the course, what will be expected of them during the course, and what outcomes they will have achieved having successfully completed the course.
- Sufficient information on the course is available for the purposes of course and program review (program effectiveness).

Each course syllabus should include:

- Course title and course code/number.
- Credit hours (or equivalent).
- Pre-requisites (if any) and co-requisites (if any).
- Name and contact information of instructor(s).
- Brief course description (as in the USTF University Catalog).
- Intended learning outcomes of the course.
- Linkage and contribution of course learning outcomes to the program outcomes.
- Linkage and contribution of the course and the program to the QF Emirates Strands.
- Course topics and contents on a week-by-week basis, including sessions for assessments.
- Scheduling of laboratory, studio, external visits, and other non-lecture sessions, including online sessions, as appropriate.
- Information on out-of-class assignments with due dates for submission.
- Methods and dates of examinations and other student assessments, including the relative weight of various assessment elements in determining the course grade.
- Teaching methods, including any use of online instruction.
- Course texts and recommended readings listed in standard bibliographic detail, and any other learning resources.

E-Learning

If the course is offered online, a separate section must be added to the course syllabus. This section must include:

- Changes in course assessment strategy, if applicable.
- Clear description of learning delivery mode including as a minimum:
  - A clear indication on whether the course is offered on synchronous or asynchronous basis.
  - How to access course materials (including course records on OneDrive, teaching, and learning library resources, electronic teaching and learning material and databases, if applicable).
  - Faculty-student communication venues outside designated teaching hours (e.g., virtual office hours).
- On-campus activities (e.g., lab or examinations), if applicable.
- An active link to general guidelines on e-learning available on the Moodle system.

Policy Implementation

- Program coordinators and college deans are responsible for ensuring that the requirement of this policy is communicated effectively and are supported by appropriate administrative arrangements and documentation, according to the template developed by the Office of Institutional Planning and Effectiveness (OIPE) in compliance with 2019 CAA *Standards*, Annex 13. Course Syllabi, Page 96, Version December 2019.

- Preparation, update, and revision course syllabus is one of the main the responsibilities of course instructors.

Policy Review

This policy will be revised periodically to address any new requirements from the Commission for Academic Accreditation (CAA).

Related Policies

- Course File Policy
- Examination Policy
- Online Examination Policy
- Internship Policy
- Distance Learning Policy
- Student Records Policy
- Student Information Release Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	VCAA	CFAA	BOT
V 2.0	04/10/2022	Approval of the Updated Policy	VCAA	CFAA	BOT
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Course Substitution Policy

Policy Name	Course Substitution Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

USTF recognizes that unusual circumstances may occur, and some students may find it difficult to satisfy specific course work requirements for degree completion. Course substitutions are made on a case-by-case basis with the intent that the integrity of the academic program will not be compromised. A course substitution request is made when a student desires to substitute one course for a required course when a clear similarity, at least 70% of course contents, exists between the two courses.

Policy Purpose

This policy specifies the requirements and the process of course substitution at University of Science and Technology of Fujairah (USTF).

Policy Scope

The policy applies to courses of undergraduate programs offered by the University of Science and Technology of Fujairah. In meeting graduation requirements, it may be necessary to substitute one course for another when a clear similarity exists between the two. A course substitution allows a student to use an alternative course to meet a program requirement. Course substitutions are made in the context of program requirements and must maintain the integrity of the program. Importantly, substituted courses must include approximately the same learning outcomes as the required course.

Definitions

Course substitution: A course substitution allows replacement of a course in place of a required course in a curriculum, provided the substituted course meets the content requirement of the original course.

Policy Details

All USTF students are expected to complete the degree as per their approved study plan. However, under exceptional circumstances, the course substitution policy can be applied if the following conditions are met:

- Course offered as a substitute is at least 70% equivalent to the required course in the study plan.
- Course offered as a substitute must be equal to or greater in credits and level than the required course.
- The required course is not offered during the current semester.
- The student satisfies the prerequisite(s) for the substituted course.
- Student's graduation will be delayed if the substituted course is not taken in the absence of the required course offered during that semester.

Procedure

The following procedure will be followed for course substitution:

- After the academic advisor has ascertained that a course substitution is required, and the substituted course satisfies the substitution requirements as mentioned above, the student will fill the Course Substitution Form (CSF) available at the Office of Admissions and Registration (OAR) and mention the names and codes of two courses (required and substituted) in addition to justifying the substitution.
- The student gets the signature of his academic advisor on the CSF and submit it to the program coordinator.
- The course substitution request shall be approved by the program coordinator.
- The college dean may approve or reject the request or will discuss the request with the program coordinator and the student's academic advisor. If approved by the dean, the request will be forwarded to the Office of Admissions and Registration with all relevant documents for implementation.
- The Office of Admissions and Registration will ensure that Course Substitution Form (CSF) properly filled and approved by the academic advisor, program coordinator and the college dean. The CSF approval will be saved in the student file.
- The substituted course with its course code, name, credit hours, and grade will appear on the student transcript.

Related Policies

- Course File Policy
- Examination Policy
- Online Examination Policy
- Internship Policy
- Distance Learning Policy
- Student Records Policy
- Student Information Release Policy

Document History

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Class-Size Policy

Policy Name	Class-Size Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

USTF is committed for implementing efficient class-size policy. Selection of class size depends on the nature of the course and insures effective course delivery. This policy sets the guidelines for selection of appropriate class size for each course in different colleges benchmarking international universities.

Policy Purpose

The number of students in all classes for all subjects must be limited to the number appropriate for ensuring an optimal learning experience for students. Class sizes at USTF are determined according to the pedagogy employed, and the constraints of the teaching spaces, and available facilities. Appropriate class sizes and workloads allow for attention to individual students, which improves student outcomes, student success, increases of retention rates, and degree completions. Class sizes and faculty-students' ratios are valuable statistics that impact national rankings as well as students' recruitment efforts.

Definitions

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

Policy Content and Guidelines

A. Maximum Class Size

All USTF colleges have guidelines regarding maximum class size, the rationale for such guidelines, demonstrates that the USTF adheres to its own policies and the guidelines issued by the CAA.

Class sizes of different courses that will be implemented in USTF colleges are shown in the following table:

College	Theoretical Course	Lab Sessions	Clinical and Technical	Studios	Tutorial
Dentistry	45	25	30	-	-
Pharmacy and Health Sciences	40	15	8-15	-	-

Engineering and Technology	40	20	-	20	30
Humanities and Sciences (CHS)	45	20	-	-	30
CHS (General Education Courses)	60	30	-	-	-
Business Administration	45	20	-	-	-
Law	50	30	-	-	-

- The maximum class size does not mean the optimal class size. The maximum class size reflects the level of the course, course-learning objectives, degree of faculty-student interaction and instructional methods used.
- Appropriate class size ensures better learning experience, efficient students' engagement, and improves Course Learning Outcomes.
- In accordance with the CAA and USTF standards, the class size depends on the size of lecture hall, effective teaching, and availability of modern educational resources.

B. Minimum Class Size

University of Science and Technology of Fujairah (USTF) does not define a minimum number of students to offer a required course as per the study plan because a postponement of offering such course would impact the progression of students and their on-time graduation. For elective courses, the minimum class size is specified as 10 for undergraduate classes and 5 for graduate classes. However, in exceptional cases, the class size can be less than that with prior approval of the Vice Chancellor for Academic Affairs (VCAA).

Independent Study

Colleges may approve independent study on selected courses designed for undergraduate courses. The purpose of such courses is to make it possible to study all the units of a course under the supervision of a faculty member on a meeting session basis. The schedule of these meetings should not be less than 15 contact hours per semester. The supervised work should cover all the content of the course and meet its learning outcomes. The supervisor must ensure that the course is devoted to advancing students' knowledge and skills as required in the course outline. Reasons why a student may wish to take a supervised study course include:

- Adjustment of his/her study plan by completing a specific course which is not offered in that semester;
- Completion of a course which is not offered but it is required for graduation during the final semester; and
- Gaining additional knowledge and practical experience in designing, conducting, analyzing, and documenting coursework.

A maximum of 3 (three) credit-hours of supervised study can be taken during a student's undergraduate degree program. The assessment of the course will be conducted as follows:

- Students will be required to sit for a written exam to be evaluated by the supervisor. This exam will be weighted at 20% of the final course mark;
- At the end of the semester, students will submit a written report to the supervisor detailing the work carried out. This report will be weighted at 50% of the final course mark; and

- Students will present their work to an internal examiner who will not be the supervisor. The oral presentation will be weighted at 30% of the final course mark.

The student's final grade for the independent study course will be determined by the student's supervisor and the internal examiner after evaluation of the student's work, written report, oral presentation, and response to questions.

- Rules and regulations governing supervised studies are also described and published in the student handbook.

Related Policies

- Independent Study Policy
- New Academic Program Policy
- Environmental Health and Safety Policy

Document History

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V 1.0	27/03/2019	Approval as a New Policy	VCAA	CFAA	BOT
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Academic Probation Policy

Policy Name	Academic Probation Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

Student are put on academic probation when they are in danger of not making sufficient academic progress toward their degree, having fallen below a 2.00 GPA in a semester, other than the first semester of their enrollment at USTF, and will receive the first academic warning. Students are reviewed at the end of academic probation semester. Those who earn a GPA of 2.00 during the probationary semester will return to "good academic standing" status. Those students who do not achieve "good academic standing" status, as defined above, during the probationary semester will remain under academic probation and receive the second academic warning. Those who earn a GPA of 2.00 during the second probationary semester will return to "good academic standing" status. Those students who do not achieve "good academic standing" status by the end of the second the probationary semester, must change major or dismissed from the University.

Policy Purpose

A student might run into academic difficulty for a wide variety of reasons, including (but not limited to) personal issues, poor time-management, inappropriate course selection, or unsuitable choice of major. The probation policy is intended to be an intervention by the University, to alert the student that certain adjustments need to be made to avoid continuing academic difficulty. The academic suspension is intended to give a student the time to address the issues that resulted in academic difficulty, when adjustments made during probation are no sufficient, and to prevent further damage to the student's academic record while those issues are resolved.

Definitions

- **Good Academic Standing:** When an undergraduate students' cumulative grade point averages (CGPAs) are 2.0 or better. Graduate students are in academic good standing if their cumulative grade point averages (CGPAs) are 3.0 or above.
- **Academic Probation:** Undergraduate student son academic probation must raise their CGPA to at least (2.00) points within the next semester following receipt of the academic probation notice to be in good academic standing. Graduate students are placed on academic probation when their CGPA falls below a 3.0 upon.
- **Academic Warning:** Undergraduate students are placed on academic warning if their semester grade point average is below 2.0 but their cumulative grade point average is above 2.0. A notation 'Academic Warning' is recorded on the student's academic transcript at the end of that semester. Whenever the GPA of a graduate student for a

given semester is below 3.0, but the cumulative GPA is at or above the required minimum for satisfactory academic progress, the student receives an academic warning. This warning alerts the student to potential difficulties and to potential loss of any financial reward. The student is encouraged to contact his or her academic advisor, who will assist in the development of improved study plans.

- **Academic Suspension:** A student not making satisfactory academic progress may be suspended. The suspension will be in effect for the duration of the subsequent required semester. After one or more semesters have elapsed, the student may apply for re-admission. The university may suspend any student who fails to earn a GPA of 2.0 during a semester, regardless of classification or number of hours completed.
- **Academic Dismissal:** A student not making satisfactory academic progress may be dismissed from the university. Students who are dismissed may not apply for re-admission to USTF.

Academic Probation (Undergraduate Programs)

- If a student's CGPA is less than 2.0 in any regular semester, starting from his/her second semester at the university, he/she will receive an academic warning. The Director of the Office of Admissions and Registration will place students on academic probation when their CGPA falls below 2.00 or when he is notified by the college that a student has failed to meet other conditions for academic progress that may apply in some majors. The Director of the Office of Admissions and Registration will notify students and his/her sponsor in writing of their academic probation status and of any conditions associated with the academic probation.
- A student on probation must raise his/her CGPA to at least 2.0 within two semesters, not including the summer term.
- The study load of warned students will be reduced, as follows:
  - **First warning:** a maximum of 15 credit hours among which three or six credit hours are repeated depending on the CGPA and the previous semester's GPA.

    If a student having a first warning has failed to raise his/her CGPA to 2.0 or higher at the end of the following semester (excluding the summer term), his/her case will be reviewed by the College Council. The council may take one of the following actions:
    - Transfer the student to another program providing that his/her CGPA for the courses to be transferred is 2.0 or higher.
    - Allow the students to continue in his major (This option is open only for students who can raise CGPA to 2.0).
    - Dismiss the student from the university (If a and b are not satisfied).
  - **Second warning:** a maximum of 12 credit hours among which six or nine credit hours are repeated depending on the CGPA and the previous semester's GPA.
- Student load can be raised by 2 credits upon dean request.

- If a student having a second warning has failed to raise his/her CGPA to 2.0 or higher at the end of the following semester (excluding the summer term), transfer to another program in the same college, or another college in the University if his/her CGPA in the General Education Courses, the EmSAT score, and High School percentage, fulfill the admission requirements of such program of college.
- If a student having a second warning has failed to raise his/her CGPA to 2.0 or higher at the end of the following semester (excluding the summer term), and his/her CGPA in General Education Courses is still less than 2.0, the students can repeat certain courses in another university, and can be re-admitted to USTF, if his/her CGPA reached 2.0 or more.
- If a student having a second warning has failed to raise his/her CGPA to 2.0 or higher at the end of the following semester (excluding the summer term), and his/her CGPA in General Education Courses is still less than 2.0, and he/she does not want to study in another university to raise his/her CGPA, the students will be dismissed from the University.
- Students can be placed on academic probation only twice, and for no more than four semesters in total while studying at USTF, whether for one or two academic probationary events. After that threshold is reached, students will be dismissed from the University if they have not achieved a CGPA of 2.0.
- If a student attempt courses during the summer after being placed on probation, that term will not count as one semester on probation.
- When dismissing students, the University may give students the option of re-applying for admission after a maximum of one calendar year has passed from the final day of the session during which the dismissal was implemented, or the USTF may choose to permanently dismiss students from the University, which means that it will not consider future applications from the student. The type of dismissal will be included in the letter from the college and recorded by the Office of the Admissions and Registration.
- Re-admission applications are evaluated based on:
  - The total record of the student and consistent with the admission requirements in effect at the time of application.
  - The student had studied courses (counted toward his degree) in another accredited university and raised his/her CGPA to 2.0
- A re-admitted student is governed by the academic requirements in effect at the time of re-admission.
- Academic probation and dismissal are permanently recorded on the transcript.

Academic Probation (Graduate Programs)

- A student will be put on probation if his/her CGPA is less than 3.0 starting from his/her first semester of study.
- A student on probation needs to raise his/her CGPA to at least 3.0 within two semesters, not including his/her summer term.

- A student on probation will not be allowed to register courses unless he/she signs an undertaking to improve the CGPA to 3.0 or more.
- The study load of academically warned graduate students will be reduced to the relevant band set in their program by the Council for Academic Affairs (CFAA).
- After the second warning, if the student fails to raise his/her CGPA to 3.0 or more, the college shall dismiss him/her from the program.
- The graduate program coordinator may advise an academically warned student to repeat one or more than one course to increase his/her chances to raise his/her CGPA to 3.0.

Getting out of Academic Probation (Graduate Programs)

- Smart academic advising can help students to get out of academic probation through registration of less challenging courses or a fewer number per courses within a specific semester.
- Increasing student's efforts, commitment, and focus on his/her study can also help student to perform better and increase his GPA and CGPA.
- The graduate program shall get out of academic probation as soon as his/her CGPA becomes ≥ 3.0 on the scale of 4.0.

Related Policies

- Student Attendance Policy
- New Academic Program Policy
- Academic Progress Policy

Document History

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Intensive Modes of Course Delivery Policy

Policy Name	Intensive Modes of Course Delivery Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

The term "intensive mode of delivery" refers to courses that are offered over a shorter duration than the generally accepted period of a standard semester (15 to 17 weeks). These may include: a short course of a few weeks' duration, or courses offered in a shortened term (such as a summer term). In instances where an institution wishes to deliver a course or program in a mode substantially different from the delivery mode approved at the time of the most recent program review, it will be required to submit a request to the CAA for approval of a Substantive Change. The request must comply with the provisions of Annex 17: Substantive Change at Program Level.

Policy Purpose

To define policy on courses offered in condensed periods. Given the increased use of intensive teaching, there is a need to identify any differences between delivery modes, including potential benefits and drawbacks, to inform university-wide teaching practices and provide the best opportunities for student learning.

Definitions

Substantive Change: Changes made by Higher Education Institution (HEI) to its educational programs that significantly modify a program's key characteristics: its goals, intended learning outcomes, basic structure and mode or place of delivery. Substantive change at program level requires the HEI to seek approval from the Commission for Academic Accreditation (CAA) of the Ministry of Education (MoE) in the United Arab Emirates (UAE).

Independent Study: A course in which a student is individually supervised by a faculty member, which enables a student to undertake a learning opportunity which is otherwise unavailable. Independent study courses must have an appropriate learning plan (typically a syllabus), learning outcomes, end of term evaluations and appropriate assessment.

Detailed Policy Statement

- To ensure that students are well served by programs that are in accordance with all of the requirements USTF provides the following guidance regarding courses offered through intensive modes of delivery:
- The term “intensive modes of delivery” refer to courses that are offered over a shorter duration than the generally accepted period of a standard semester (15 weeks). These may include short courses of four weeks’ duration, courses offered in a shortened term (such as summer term), blended learning courses where face-to-face contact with the instructor occurs only over a short period, or similar intensively delivered courses or programs.
- The courses delivered through intensive modes of delivery may technically comply with contact-hours requirements of course involving studio, laboratory hours and clinics, and out of class or homework hours, the faculties are required to comply with provisions

related to sound pedagogical principles with the evidence related to the development of an in-depth understanding of subject matter.

- The requirement that academic courses must - allows sufficient time for preparation, reflection, analysis, and the achievement of learning outcomes for courses that are offered in concentrated time periods and ensure that:
  - Number of credit hours is consistent with international practice in the discipline and level of award, and
  - Comprises a defined amount and quality of work of sufficient rigor. To ensure these two conditions, students are not permitted to register more than 6 CH of required courses. When internships are offered during the short terms, students cannot register for more than 3 CH as course load.

- **The colleges must ensure that:**
  - Students are fully informed of any modifications that may have been made in USTF's operations or the delivery of its academic programs to accommodate the shortened duration of the course or program;
  - Students in courses offered through intensive modes of delivery have comparable duration of class contact time, and comparable expectations for out-of-class study time, as in the same courses offered during the regular semester;
  - The full content of the approved syllabi will be taught during the condensed period;
  - The study plan is such that learning outcomes of the courses and programs can reasonably be achieved by all enrolled students; and
  - All student services such as library access and support, IT laboratories and IT support, catering and health services are available during the shortened term.
- In all intensive modes of delivery, the CAA of the MoE in the UAE approved syllabi must be adhered to in every respect, including the assignments and assessment schemes. Wherever possible, the students should sit the same examinations as their counterparts who do not study the course through an intensive mode. Where this is not practical, internal moderation and quality assurance systems must be sufficiently robust to ensure parity of rigor and standards for all students.
- To provide educational opportunities for working adults, there may be need for faculties to deliver a course or program exclusively during evening or weekend hours. Evening and weekend classes may or may not involve the shortening of the semester.
- Faculties are required to comply with conditions listed above. In addition, there must be a reasonable limitation on the number of courses that students are permitted to take during a weekend program. Weekend delivery of courses must be included in the calculation of a faculty member's workload.
- Students have a choice to register for 6 credit hours in 6 weeks, or for 9 credit hours for 8 weeks.
- ***The maximum number of credits a student can take in condensed mode of delivery is 9 credit hours in at least 8 weeks' term.***
- Students registered in summer courses are having the same contact hours for the same courses when taught during the Fall or Spring semester.

- **Independent Study During Summer**
  - Independent study courses taught during the Summer Term should not be less than 6 weeks.
  - Students must receive the same contact hours as those of regular semesters.
  - Summer independent study course is taken once during the whole study in undergraduate programs and is not allowed for students studying in graduate programs.
  - The course must not be a graduation project.

Related Policies

- Academic Progress Policy
- Undergraduate Completion Requirements Policy
- Graduate Completion Requirements Policy

Document History

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4 | Research and Scholarly Activities Policies

Research Support Policy

Policy Name	Research Support Policy		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

USTF seeks to enhance the research and scholarly activities in the domains that are consistent with the university's research priorities by involving faculty members in various internal and external research support initiatives. The University allocates and budgets a sufficient percentage of its total operational expenditure annually to support faculty research, innovation, creativity, and scholarly activities.

Policy Purpose

The purpose of this policy is to provide guidelines for the support of faculty involved in research, scholarly, and creative activities.

Policy Details

The University strives for innovation in teaching and learning, research, and service functions and aims to provide ongoing opportunities to develop its faculty members' research and scholarly capabilities. An USTF faculty is expected to publish at least two peer reviewed research papers in reputable journal each academic year. Therefore, the University supports its faculty as researchers to accelerate and make a meaningful contribution to the quality of research. Research support services are offered to the full-time and visiting faculty as well as students, under the supervision of faculty members, to foster the knowledge creativity and to increase the number of publications of the faculty members in research topics relevant to the main academic disciplines.

Research, scholarly, and creative activities constitute one of the three components of faculty performance (besides teaching and service to the University, community, and his/her profession). USTF faculty are evaluated once a year through the annual faculty evaluation process, which includes all full-time faculty members, who are required to submit for every August for the past academic year. Full-time faculty members are expected to undertake their duties and responsibilities in each of these three areas (teaching, research, and service) in a balanced way, and to recognize that the focus of USTF's mission on teaching and research does not preclude community engagement activities.

A. Research Responsibilities

The Deanship of Graduate Studies and Research (DGSR) is responsible for offering and encouraging faculty members to participate in research events, research-related professional development, orientations, and research publications, reflecting the university's commitment to research support in all elements outlined herein. The DGSR is responsible for administering, overseeing, and assessing the implementation and achievements as per the university research strategy.

B. Research Support for Publication and Reward

The University supports its faculty members by covering expenditures associated with publishing in high-impact journals that are SCOPUS indexed. The provision of research support for faculty members' publication is projected based on the annual research output submitted by USTF faculty at the end of the academic year. Furthermore, the University provides annual research rewards for faculty members for their achievements in publications in SCOPUS indexed journals.

C. Internal Research Support

The internal research grants (IRGs) are one of the university's research mechanisms of support that allows faculty members to apply for competitive research grants consistent with the university or educational program mission and goals. It also supports research case studies and projects that are related to the UAE or regional development. The university annually announces a cycle for competitive IRGs with deadlines for faculty members.

D. Course Release

The University supports faculty members with an active record of research and publication 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 sponsored scholarly activities. The course release guidelines, conditions, and limitations under which instructional course releases may be appropriate will be outlined in a course release policy. This policy not yet applicable at USTF and the course release policy will be developed in the future.

E. External Research Funding

The DGSR at USTF supports faculty members interested in applying for external funding from agencies, government, and industry. Research proposals should be developed according to the criteria of the funding program and the applicable university policies.

F. Professional Development

USTF is committed to providing professional development opportunities and training programs to faculty members relevant to their discipline, academic programs, and institutional mission. The support includes learning professionalism and activities to broaden the scope of academic staff professional capabilities in relation to their specialization and responsibilities. The professional development guidelines, conditions, and eligibility are outlined in the Faculty Professional Development plans prepared for USTF faculty on a semester basis.

G. Participation in Academic and Research Events

USTF encourages and supports faculty member participation in academic and research events, as well as nationally and internationally recognized activities in various forms. The support is provided to the faculty members for participation in international scientific conferences, seminars, workshops, and scholarly activities relevant to the faculty's

and the institution's research priorities. Such participation greatly influences disseminating knowledge and expanding the research collaboration with other experts. USTF's faculty delegation to research conferences is explained in detail in the research conference policy included in this manual.

H. Research Facilities and Tools

1. Laboratories and Equipment

Some USTF colleges have research laboratories and equipment, such as the College of Engineering and Technology, College of Pharmacy and health Sciences, and College of Dentistry have research laboratories and equipment used by graduating students and faculty in research activities.

2. Computer Software and Hardware

Specialized software packages and modern computer labs are available at USTF and used by faculty and senior students in research and graduation projects. College of Engineering and Technology, College of Dentistry, and College of Business Administration have several software backages and advanced computers laboratories used by researchers and graduate students.

3. eBooks, eJournals, and Databases

USTF is continually increasing its possession of ebooks, ejournals and databases used for graduate studies and research. Undergraduate students also have access to these research and educational resources.

I. Annual Student Scientific Conference

University of Science and Technology of Fujairah believes in necessity of encouraging and engaging its students in research and scholarly activities, despite the outbreak of the coronavirus, which has reached a pandemic stage, forcing students all over the country, including our USTF students, to shift to distance learning, in accordance with the instructions of the Ministry of Education in the United Arab Emirates (UAE), to protect students and ensure the continuity of the educational process. The annual regularly held Student Scientific Conference is one of the most important annual students research and scholarly activities at USTF and has been organized without interruption for the last twelve years in a row. USTF students were invited and encouraged to participate in the conference, especially those who are about to graduate because of their advanced experience in doing research.

Related Policies

- Research Strategy
- Graduate Studies and Research Policies and Procedures
- Research Publication Compensation Policy
- Commercialization of Research Output Policy
- Research Conference Policy
- Faculty and Staff Professional Development Policy
- Faculty Development Policy

- Intellectual Property Policy
- Continuous Education and Lifelong Learning Policy

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External Research Engagement Policy

Policy Name	External Research Engagement Policy		
Policy Owner	Chancellor	Reviewed	Annually
Approved By	Board of Trustees	Approval Date	

Policy Statement

USTF seeks to make use of the established relationship with national, regional, and international universities and research institution, in promoting mutual research benefits between USTF and those institutions. The MoUs and cooperation agreements between USTF and several universities and research partners increase research productivity and improve the quality of research publications.

Purpose

The purpose of this policy aims to provide USTF faculty with the opportunity to use research facilities, equipment, hardware, and resources at partner research institutes or universities, that are not available in USTF. In addition, such external collaboration boosts research productivity at USTF, enable faculty to conduct collaborative research that leads to high quality publications, promote research collaborations with regional and international universities linked to USTTF via MoUs and agreements. This research engagement leads to submission of proposals for external research grants, within or outside UAE. The research travel grants are means of networking with international partners, that is already established through several USTF's active researchers. by supporting the development of collaborative research. It is expected that faculty external research collaboration to receive funding from the industry, government agencies, and international funding agencies.

Policy Details

Research, scholarly, and creative activities constitute one of the three components of faculty performance (besides teaching and service to the university and the community) and are evaluated once a year through the annual faculty evaluation instrument which all full-time faculty members are required to submit every August for the preceding academic year. Full-time faculty members are expected to undertake their duties and responsibilities in each of these three areas in a balanced way, and to recognize that the focus of USTF's mission on teaching does not preclude engagement in the two other areas of activity.

Goals

- Create an expanded contact network and obtain more ambassadors for USTF, its educational programs, and research capacity.
- Increase the relevance and attractiveness of the university academic programs and research areas.
- Create increased possibilities for research funding.
- Increase access to research facilities and materials.
- Create and show how USTF's research achieves an impact on society
- Be in demand as experts in our fields of research.

- Contribute to job rotation and professional development for faculty and staff.

Benefits

- Maximizing the exchange of knowledge and expertise between the University and society to catalyze further learning, research, and innovation.
- Enriching research, teaching, and learning, broadening academic thinking, providing different perspectives, enabling, and stimulating new lines of enquiry and creating and developing partnerships.
- Enhancing the student experience, by providing educational opportunities that are relevant to the needs of society and develop employability and life skills.
- Ensuring that staff are aware of issues important to society that are relevant to their research and enabling researchers to work with society in a range of forms, from the public to industry, to tackle its needs and challenges together.
- Motivating staff and students, helping them realize the relevance and utility of their work to wider society and to their own benefit and development.
- Developing a range of transferable skills for staff and students.
- Enabling partner organizations to deliver a range of benefits including making new products and services, making processes more effective and efficient, improving healthcare, developing creative arts activities, and influencing governmental research policy in a positive manner.
- Raising the level of public discussion and increasing public access to, interest in and contribution to knowledge and its generation.
- Encouraging school students, from all backgrounds, to consider further academic study - and thereby contributing to the university's goals for widening participation and recruitment.
- Encouraging members of the community and the University to become involved each other's research and scholar activities.
- Raising the profile of the University and increasing its distinctiveness, locally, nationally, and internationally as research engaged university.
- Building links between the University and alumni worldwide, in ways which further increase the flow of top-class international students.
- Helping the University to achieve greater openness and accountability, and engendering trust between the University and society, as a credible research institution.
- Increasing opportunities for funding and resources for research, student support and engagement activities.
- Fulfilling research funders' expectations for engagement.

Collaborative Research at USTF

Several joint research activities now link USTF colleagues with their counterparts in national, regional, and international universities and research institutes. USTF would like to see many of these cooperation ties in research area develop into MoUs and agreements between USTF and such institution in different research areas.

J. Related Policies

- Research Strategy
- Graduate Studies and Research Policies and Procedures

- Research Publication Compensation Policy
- Commercialization of Research Output Policy
- Research Conference Policy
- Faculty and Staff Professional Development Policy
- Faculty Development Policy
- Intellectual Property Policy
- Continuous Education and Lifelong Learning Policy

Document History

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Research Ethics Policy

Policy Name	Research Ethics Policy		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Research ethics is the protection of human and animal subjects in the planning, conduct and reporting of research. It is the role of USTF's faculty and teaching assistants to familiarize themselves and comply with this Policy and its associated procedures. The University Research Ethics Policy provides a general framework for research ethics practice at USTF. The University is committed to best practice in relation to research ethics and to ensure that research is conducted in a manner that respects the dignity, rights and welfare of participants. Research ethics are taken seriously by USTF to minimize risk to participants, researchers, third parties and the university itself. The Policy conforms with all related applicable laws in the UAE.

Policy Purpose

This policy aims to ensure that all research activities administered at the University of Science and Technology of Fujairah (USTF) are designed and conducted with integrity according to recognized ethical standards that value the dignity, welfare, and privacy of human subjects, and protects their rights, privileges, and freedom.

Definitions

- **Research:** As used in this policy, the term refers to any systematic investigation and related research activities including development, evaluation, and testing designed to develop or contribute to the general knowledge.
- **Human Subjects:** The term "human subject" refers to any living individual about whom an investigator obtains data through interaction with the individual, or intervention with the individual's environment, or identifiable private information.
- **Investigator:** An investigator is the individual who assumes the responsibility of performing various research-related tasks and activities, communicating with USTF, and conducting research that involves human subjects. Investigators assume responsibility for the ethical treatment of human subjects in the conduct of their research.
- **Principal Investigator:** The principal investigator is the designated individual with the ultimate responsibility for a research project and research-related activities and protocols. The principal investigator must monitor and ensure compliance with all research ethics procedures as established by USTF.
- **Co-Investigators:** Other faculty members participating, with the principal, investigator in a research project from inside or outside the University.

Policy Details

The policy of USTF requires that all research activities involving human or animal subjects must be conducted in accordance with accepted ethical and professional standards. All

research conducted by members of the university community and cooperate external entities must be reviewed, unless it is specifically exempt from revision as provided in this policy, and evaluated by the research ethics committee. In all cases, final review and approval is provided under the direction of the Dean of Graduate Studies and Research (DGSR).

The Research Ethics Committee (REC) at USTF is reformed by the Dean of Graduate Studies and Research (DGSR) to ensure that research work involving human, or animal follows specified guidelines determined by the University. As ethical conduct is important in performing research involving human and animals, ethics are equally important in research activities in areas of law, business, sciences, humanities, and engineering. The guidelines and procedures developed by the university REC are in accordance with all applicable national and international ethical standards. The DGSR appoints the Head of REC after the approval of the Vice Chancellor for Academic Affairs (VCAA). Research activities conducted at USTF that requires ethical approval must obtain an approval letter from the REC before initiating research. This requirement is applicable to faculty members, teaching assistants, and students involved in funded and non-funded research projects at the University.

Terms of Reference

- Develop and provide guidelines and forms needed for ethical approval of research proposals submitted by USTF faculty, teaching staff, and students that contain animal or human subjects, or involve systematic data collection from human subjects using established research methodologies.
- Ensure research integrity by identifying potential concerns at an early stage.
- Promote awareness and understanding of ethical issues and good conduct in research.
- Review all applications in need of ethical approval and issues approval letters to the applicants that satisfy the research ethics criteria of the REC.
- Prepare and submit an annual report, at the end of each academic year, to the DGSR. The report must include the number of applications received, their classifications, and final decisions.

Faculty Research

Major research investigations conducted by faculty that involve human subjects at USTF or on its behalf must be reviewed by the Council for Graduate Studies and Research (CGSR) and approved by the DGSR and the Vice Chancellor for Academic Affairs (VCAA) prior to implementation. The faculty researcher is responsible for compliance with this policy, monitoring all research-related activities, and ensuring the application of the ethical criteria as detailed in this policy.

Student Research and Faculty Responsibility

Research investigations conducted by students, such as thesis research and many independent research projects, do require approval prior to implementation. It is the

responsibility of supervising faculty to ensure students' compliance with this policy before the research can commence.

Small research projects conducted primarily for instructional purposes within the context of a formal class, and not designed to contribute to the general knowledge, do not require a review by the CGSR, as the instructor is accountable to maintaining professional and ethical standards in monitoring all research projects conducted in conjunction with his/her class.

Under these conditions, it is the instructor's responsibility to monitor the ethical propriety of these projects by applying the criteria listed in this policy. However, a review by the CGSR is required, should the instructor express reservations about the research project, and his/her inability to ensure ethical propriety, and monitoring in accordance with this policy.

External Research

External researchers seeking access to USTF, and its population must submit their research proposals and requests to the Deanship of Graduate Studies and Research (DGSR) for initial review and evaluation. The DGSR will forward the request to the CGSR for further review and evaluation in collaboration with the offices of the Vice Chancellor for Academic Affairs (VCAA), who has the final jurisdiction on the proposed action resulting from the review.

Criteria for Approval of Research Subject to Review

It is the policy of USTF that the following requirements must be met for research proposals to be recommended for ethical approval:

- Risks to subjects are minimized and are reasonable in relation to anticipated benefits of the research.
- Selection of subjects is equitable given the purposes and the setting of the research.
- Appropriate informed consent will be sought from each subject or the subject's legally authorized representative, and such consent will be appropriately documented.
- The research plan makes appropriate provision for monitoring the data collected to ensure the safety of subjects.
- Provisions are made to protect the privacy of subjects and to maintain the confidentiality of data.
- Where subjects are likely to be vulnerable to coercion or undue influence, appropriate additional safeguards have been included to protect the rights and welfare of these subjects.
- All investigators named in the protocol, including students, must have completed USTF training on the use of human subjects in research.

Time frame for Research Review Process

USTF will respond to applicants with a written response within two weeks of the review. Approved applicants will receive an approval letter via email, while unapproved applicants will receive an email as well with feedback and recommendations.

Investigator's Right of Appeal of Initial Decision

It is the policy of USTF that the final decision regarding approval or disapproval of all research proposals subject to the CGSR review, after approval by the VCAA, rests with the DGSR. Any investigator who disagrees with the decision may directly appeal in writing to the Chancellor.

Procedures for Review of Research

The CGSR and the DGSR shall establish procedures for reviewing research proposals exempt from review, to include procedures for continuing periodic review of research proposals initially approved. It is the Principal Investigator's responsibility to comply with procedures established by the CGSR/DGSR and to keep both informed of any proposed changes in the research that may affect risk to human subjects.
Any significant changes to the research, whereby human subjects are undergoing an analysis/procedure not outlined in the original submission, the principal investigator is responsible for submitting the intended changes to the CGSR for approval.

Record Keeping

Documentation of submitted research proposals and related activities are maintained by the CGSR for at least three years following the completion of research and includes the following:

- Copies of all research proposals reviewed and approved consent documents.
- Documentation of actions taken through the review process.
- Records of continuing review activities.
- A list of any participating reviewers and their professional vita.
- A copy of the completed research projects (published or unpublished).

Administrative Support

It shall be the responsibility of the CGSR to provide administrative support for the review and approval process and to keep applicants advised of current regulations governing research with human subjects.

Related Policies

- Ethics Policy
- Research Support Policy
- Student Involvement in Research Policy
- Commercialization of Research Output Policy
- Research Conference Policy
- Research Strategy
- Faculty and Staff Disciplinary Policy

- Student Disciplinary Policy
- Student Academic Integrity Policy

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Student Involvement in Research Policy

Policy Name	Student Involvement in Research Policy		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

USTF requires that all student research activities be supervised by a faculty member. Both undergraduate and graduate students engage in a wide range of research activities. Such activities may include class-related research projects, independent research, honors or capstone projects, or graduate theses. USTF recognizes that some student research projects may not require review above and beyond faculty supervision. The purpose of this document is to clarify USTF's policy on student research.

Policy Purpose

The University provides the opportunity for both undergraduate and graduate students to undertake a research experience with their faculty members via publishing joint papers in referred journals and reputable international conferences. The purpose of this policy is to support students' involvement in research and spread the awareness of research culture among the university community. Both graduate and undergraduate students are encouraged to participate in the "Annual Student Scientific Conference" organized by the Deanship for Graduate Studies and research (DGSR) during late April - early May of every year, in addition to students' participation in national and international research activities. Such activities are in line with the learning outcomes of graduate and undergraduate courses, and the goals of the university research strategy. Students are also encouraged to participate in the scientific seminars and workshops to enhance their research capabilities.

Classroom Research

Involving research in the classroom allows the students to practice numerous research activities such as observation, interview, survey techniques, and data analysis. These research projects usually will not lead to generalizable knowledge and do not require neither a research ethics approval nor review by the Council for Graduate Studies (CGSR) at USTF, unless it falls under the human subject policy. Furthermore, the results and findings attained from such research practices shall not be shared outside the classroom context.

Research Projects

The research projects are student-led and do not meet the criteria for classroom research, which may include, but is not limited to, independent undergraduate projects and Master theses. This kind of research is subject to the CGSR review.

Student Research Guidelines

- Students who are interested in working on a research project should have approval from their concerned department or faculty member.

- All students involved in the research project must have a faculty supervisor for the project.
- Students' applications to the CGSR for research projects must be pre-approved by the faculty supervisor before submitting to the Council.
- Graduate students must follow the guidelines for the responsible conduct of research in preparing the research proposal and writing up the dissertation.
- Each graduate student is required to register for an open researcher and contributor ID (ORICID) with USTF affiliation during the study period and update their research work to the profile to increase the research visibility.

Faculty Members Role

Faculty supervisors shall encourage student's involvement in research via publishing joint paper(s) in refereed journals and reputable international conferences. Additionally, the faculty supervisor is responsible for the following:

- Ensure that the student's research practices comply with the ethical standards of the related discipline as well as the Institution's policy on Research Ethics.
- Guide students throughout the process of development, submission, review, in addition to the implementation of the research project.
- Ensure that students are aware of their responsibilities when they are involved in any research activities.
- Ensure that the content, quality, and timing of submitted research abided by the requirements of CGSR at USTF.
- Inform the CGSR in case of research-related, unanticipated incidents or findings during the research study that may affect the benefits of participation to decide on the continuation of the related research activity.

Related Policies

- Student publication policy
- Student academic integrity policy
- Use of Information Resources policy
- Information technology policy
- Information and software technical support policy
- Intellectual property policy
- Graduate studies and research policies and procedures
- Research strategy
- Research support policy

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Commercialization of Research Output Policy

Policy Name	Commercialization of Research Output Policy		
Policy Owner	Deanship of Graduate Studies and Research	**Reviewed**	Annually
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Policy Statement

Commercialization refers to the development of an invention into a commercially usable product, process, or service. This development may require additional research work on applicable techniques for scaling up the product before bringing the research results to the market. As a university, this will support the inventors in providing the available resources, skills, and risk assessment to commercialize their research output.

Policy Purpose

The purpose of this policy is to ensure the successful commercialization of research output. The Deanship of Graduate Studies Research (DGSR) encourages research work and supports inventors to gain the social and financial benefits of their creative work. Commercialization of research output plays a decisive role in providing legal protection to the inventors and ensuring equitable benefit to the University in support of its mission.

Policy Details

- **A patent:** Is a type of intellectual property that gives its owner the legal right to exclude others from making, using, or selling an invention for a limited period of time in exchange for publishing an enabling disclosure of the invention. USTF rewards faculty member who disclose in writing to USTF all inventions which are made, conceived, developed or reduced to practice alone, or jointly with others. Details are described in the Research Publication Compensation Policy in the Manual.
- **Capacity to commercialize the invention:** The University of Science and Technology of Fujairah (USTF) emphasis on inventions within its financial, industrial relationships, and technical capabilities. The DGSR Office will work closely with inventors to make sure that the University has the required resources to obtain financial returns from research output or intellectual property. Therefore, it is essential to examine the risks involved in commercialization, such as intellectual property asset management and business planning. The University may collaborate with commercial partners only at the stage when Intellectual property (IP) protection has been secured.
- **Legal commercialization of intellectual property:** Inventors shall transfer the intellectual property in full to an appropriate licensee for the IP. Licenses allow IP owners to share inventions in a controlled manner with inventors through a signed contract between the two parties, specifying the terms and scope of the agreement. However, the licensing IP, such as "know-how" shall remain confidential information until the IP is registered and granted between all parties. The Vice Chancellor for Administrative and Financial Affairs (VCAFA), Legal Advisor (LA) and the Office of Finance (OF) must approve the contract

agreement of the University including inventors involved in the negotiation of license agreements.

- **Waiver or release of university IP rights:** The Dean of Graduate Studies and Research (DGAR) Office may waive or release the university's IP rights to the inventor(s) after taking approval from the University Legal advisor and the Office of Finance. In this case, Inventor(s) can seek ownership for sponsoring their research work or invention or creative work. An Inventor(s) may submit by writing a waiver request to the Dean of Graduate Studies and Research Office. The following terms will apply to any waiver or release of university IP rights:

Related Policies

- Research Strategy
- Research support policy
- Graduate studies and research policies and procedures
- Intellectual property policy
- Compensation and Benefits Policy
- Financial Policy
- Cash Management Policy

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Research Strategy

Policy Name	Research Strategy		
Policy Owner	Deanship of Graduate Studies and Research	**Reviewed**	Annually
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University of Science and Technology of Fujairah (USTF) places strong emphasis on research and scholarly activities of faculty, teaching assistants, and students. In fact, research is one of the main criteria for recruitment, evaluation, and promotion of faculty members. An USTF faculty member is expected to publish two peer reviewed research papers in reputable journal each academic year. Goal 2 of USTF's Strategic Plan 2018-2023 reflects the importance of research to USTF community. As a new proactive University, USTF aligns its research efforts with the UAE Vision 2021 in addressing global problems of national impacts. USTF has established the Office of Development and Sustainability as a component of its organization structure to focus on facing global challenges such as increasing population and depletion of natural resources.

Commitment to USTF Research Goal

The following are some of the actions taken by the University towards realizing research goals and objectives of USTF Strategic Plan 2018-2023:

1. **Participating in National Research Activities:** In cooperation with the UAE Telecommunication and Digital Government Regulatory Authority (TDRA), the University organized the UAE Data for Happiness Hackathon Competition - Fujairah Brand in February of the years 2018, 2019, 2020, and 2021, and a research team from the University won the first place in the competition on the UAE level during the 2018 and 2021 rounds.
2. **Providing Internal Research Funds:** The University funded several research projects in the four academic years and is continuing to offer Internal Research Grants for the current academic year 2021-2022. The principal investigators (PIs) of research teams have already submitted progress reports on their research projects and are scheduled to submit the final reports of their research projects in September 2018.
3. **Encouraging Faculty Publications:** The University supports faculty publications in international reputable journals of high impact factors and provides publication fees on behalf of faculty members. USTF also encourages faculty participation in conferences on national, regional, and international levels and provides travel allowances, tickets, and conference participation fees.
4. **Establishing USTF Council for Graduate Studies and Research (CGSR):** The University has established the CGSR at the beginning of the academic year 2017-2018 to handle processing and follow-up research projects submitted for internal funding. The council also organizes the annual students' research conference, training seminars and

workshops.

5. **Encouraging Collaborative Research:** USTF seeks to make use of the established relationship with national, regional, and international universities and research institution, in promoting mutual research benefits between USTF and those institutions. The MoUs and cooperation agreements between USTF and several universities and research partners shall increase research productivity and improve the quality of research publications. Many individual joint research initiatives between USTF's faculty and partner colleagues all over the world. USTF look for bringing many of these activities up to the institutional level.

Research Initiatives

The university research initiatives for the academic year 2018-2023 are in line with the UAE Vision 2021 and focuses on sustainability, artificial intelligence, smart cities, automation, COVID-19 pandemic, and distance learning. USTF encourages faculty and students to concentrate on these themes in their research efforts and graduation projects.

1. **Sustainability**

- The College of Pharmacy and Health Sciences and the College of Dentistry, along with other researchers in engineering, environment, information technology, and social sciences, can cooperate in joint research projects addressing sustainable human health in the UAE and the Gulf Region.
- The depleting conventional energy sources such as oil and natural gas and emerging renewable energy sources such as solar energy has led the UAE government to move from oil-based economy to knowledge-based economy and to host IRENA (International Renewable Energy Agency) in the Capital City Abu Dhabi. In harmony with these national efforts, the College of Engineering and Technology at USTF has started offering a new concentration in electrical engineering, power, and renewable energy. Both areas lie in the core of sustainability of energy sources in the UAE and Gulf Region. USTF considers this theme of research as one of its research priorities during the next academic years.
- In line with the UAE Innovation Strategy 2014 and the Commission for Academic Accreditation (CAA) in UAE requirement, USTF is teaching innovation and entrepreneurship as a university requirement course to all students who have successfully completed 60 credit hours. The method of teaching the course is unconventional and trains students on materializing their innovative ideas into real-world projects. USTF believes that research in innovation supports sustainability and promotes the culture of creative thinking among individuals of USTF community.

2. **Artificial Intelligence, Smart Cities and Automation**

a. Objective 6.3 of Goal 6 of USTF Strategic Plan 2018-2023 can be realized by reducing energy and water consumption, installing the latest communication and information

technologies in university buildings and use of computerized maintenance management system. These three actions are examples of research themes in the artificial intelligence.

b. Application of artificial intelligence approach in conjunction with the use of alternative energy sources can lead to reduction in the on-campus energy and water use. Automatic shutdown of lights in vacant lecture halls, lab or any other university facility can reduce energy consumption. On the other hand, the use of treated wastewater for landscaping can ease pressure on more expensive water sources. Results of research in energy and water resources are not only beneficial for resources management at USTF but can set examples of best practices on national and regional levels.

c. Providing USTF facilities with the latest communication and information technologies will require high initial capital investment but will certainly reduce costs on the long term. Installing videoconference facilities used in meeting with other institution and reduce time, efforts, and travel expenses. Smart rooms, labs and clinics increase teaching and learning efficiency and reduce cost. Research and feasibility studies can lead to improvement of university facilities and infrastructure.

d. Integration of smart devices in facilities, homes, institutions, and services improve the quality of life and provide sustainable, smart solution to the challenges facing human. The holistic, innovative, and smart approaches in management of USTF facilities, including placing of work orders, for moving, spraying, and cleaning can be facilitated through application of artificial intelligence techniques. Automation of reporting, digital transformation, and usage of a computerized maintenance management system improves efficiency of USTF campus services.

3. COVID-19 Pandemic

a. The wide spread of COVID-19 pandemic has revealed the urgent need for scientific research to produce vaccines to limit the spread of the disease, and at the same time it showed the growing need for social scientists to address the social problems that resulted from the outbreak of this deadly virus, with the use of scientific approaches that would organize, develop, and solve social problems in a holistic approach that takes into account the political, economic, and environmental aspects.

b. Researchers at USTF belonging to the colleges of Pharmacy and Health Sciences, Dentistry, Engineering and Technology, and Business Administration are actively involved in research activities addressing the health, technology, and administrative aspects related to the COVID-19 pandemic.

c. Faculty members in the colleges of Humanities and Sciences and Law are actively engaged in dealing with humanitarian, social, psychological, and legal aspects of the COVID-19 pandemic and exploring ways and means of minimizing its negative impacts

on individuals and the society.

4. **Distance Learning**

   a. The outbreak of the deadly COVID-16 pandemic has forced the educational institutions around the globe to turn into online mode of course delivery to control the spread of the disease and protect public health among teachers and students alike.

   b. In a precautionary measure, the Ministry of Education (MOE) in the UAE has instructed Higher Education Institutions (HEIs) in the country to turn online until further notice. Since then, the theoretical courses at USTF are delivered online, while the practical courses are taught through the hybrid mode of education.

   c. These circumstances indicated the emerging need for distance learning, e-courses, and design of e-programs to be fully delivered online, irrespective to the COVID-19 health precaution. This area of research has encouraged faculty members in both sciences and humanities disciplines to conduct research on distance and e-learning modes and health, psychological, and social consequences.

   d. An additional important research area is the quality assurance on e-courses compared the same courses delivered face-to-face in lectures halls.

The USTF implementation of the university strategic plan document has clearly defined the research targets, timelines, and key performance indicators for the coming five years (2018-2023). One of the goals of Deanship of Graduate Studies and Research (DGSR) is annual assessment of the effectiveness of its initiatives and support to achieve the objectives of the research strategy. The Office of Institutional Planning and Effectiveness (OIPE) shall also carry out its annual assessment of the effectiveness of university research strategy.

Related Policies

- Research Ethics Policy
- Student Involvement in Research Policy
- Commercialization of Research Output Policy
- Research Strategy
- Graduate Studies and Research Policies and Procedures
- Research Publication Compensation Policy
- Research Conference Policy

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Deanship of Graduate Studies and Research Policies and Procedures

Policy Name	Deanship of Graduate Studies and Research Policies and Procedures		
Policy Owner	Deanship of Graduate Studies and Research	**Reviewed**	Annually
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Policy Statement

Research and graduate studies at USTF are managed by the Dean of Graduate Studies and Research (DGSR), who reports to the Vice Chancellor for Academic Affairs. The DGSR is responsible for conducting all day-to-day operations related to research, technology, and graduate studies to provide support and guidance for USTF's faculty engaging in research and for students in the master's program. The Council for Graduate Studies and Research (CGSR) is chaired by the Dean of Graduate Studies and research and include representatives from all USTF colleges. The council discusses the proposals of new graduate programs, faculty conference delegation, and all matters related to graduate studies and research.

Policy Purpose

The Deanship of Graduate Studies and Research (DGSR) develops policies and procedures governing graduate programs and research at the University. The DGSR aims to achieve the objectives of activities related the USTF's Strategic Goal (2): "Performing high quality, applicable and impactful research, and intellectual contribution". The DGSR assists the CGSR in enhancing the quality, relevance, volume, and impact of research carried out at USTF and for improving the effectiveness of existing graduate programs and developing new graduate programs that meet the need of Fujairah Emirate and the UST. The DGSR shall take all necessary steps to promote research and graduate studies at the University.

Definitions

Deanship of Graduate Studies and Research: The DGSR is responsible for conducting the operations related to research, technology transfer, and graduate studies and Research at the University.

Council for Graduate Studies and Research: The CGSR develops policies and procedures for enhancing the quality, relevance, volume, and impact of research carried out at USTF and for enhancing the effectiveness of existing graduate programs.

College Research Committee: The purpose of CRC is to take all necessary actions to promote research in the college. These actions include development and implementation of procedures for funded research projects, mechanisms for projects evaluation, and payment of compensation to researchers.

Research Ethics Committee: A Research Ethics Committee (REC) ensures that research work involving human or animal objects follows specified University guidelines. The REC will develop and apply policies and guidelines in accordance with all applicable national and international standards.

Research Conference Committee: The main task of RCC is to make recommendations concerning participation of faculty members in academic conferences for the purpose of presenting a research paper.

Deanship of Graduate Studies and Research

Vision

The Deanship of Graduate Studies and Research will achieve worldwide recognition of excellence for University of Science and Technology of Fujairah (USTF) graduate programs, research, and scholarly work by providing strategic leadership and comprehensive support to faculty, graduate students, and the external community.

Mission

The Deanship of Graduate Studies and Research is committed to promoting excellence in graduate studies and research through its well-defined policies, efficient procedures, and funding mechanisms as well as support for developing effective partnerships and collaborations with academic and non-academic institutions locally, regionally, and internationally.

Goals

- Promote excellence in graduate studies, research, and scholarly work.
- Ensure consistency and compliance of all graduate programs with relevant policies.
- Foster a vibrant and stimulating research ecosystem at USTF.
- Increase the number of faculty members publishing in peer-reviewed high-quality journals.
- In collaboration with colleges and departments, define research targets and extend support to achieve these targets.
- Enhance the quality and relevance of existing graduate programs on continuous basis.
- Encourage initiation of new graduate programs reflecting global trends and catering to local and regional market needs.
- Develop and implement an effective internal funding mechanism to provide research grants to faculty in all colleges.
- Provide opportunities to faculty and graduate students to obtain external research grants and nurture partnerships with organizations and businesses.
- Assist colleges in recruiting outstanding graduate students through graduate scholarships and awards from internal as well as external sources.
- Encourage multidisciplinary research among various colleges and departments.
- Enhance the research culture in USTF by organizing annual Research Day and other activities including research awards for outstanding faculty and students.
- Assist colleges in organizing national and international scientific conferences.
- Assist and oversee the operation of College Research Committees in all colleges to promote and encourage multi-disciplinary research activities between colleges.
- Promote the culture of research at undergraduate level.

- Cooperate with colleges in developing joint graduate programs with international academic institutions.
- Develop, periodically assess, and modify policies and procedures to continuously enhance the quality of research and graduate programs at USTF to meet international quality standards and achieve excellence.

Council for Graduate Studies and Research (CGSR)

Purpose of CGSR

The Council for Graduate Studies and Research (CGSR) will be established under the Deanship of Graduate Studies and Research (DGSR) with the mandate of developing policies and procedures for significantly enhancing the quality, relevance, volume, and impact of research carried out at USTF and for enhancing the effectiveness of existing graduate programs and development of new graduate programs. It shall take all necessary steps to promote research and graduate studies at USTF.

Role of Council Members

The Council members will contribute to achieving the vision, mission, and goals of the Deanship of Graduate Studies and Research. They will play a leading role in promoting graduate studies and research in their respective colleges.

College Research Committee (CRC)

A College Research Committee (CRC) shall be formed in each college. Each college Dean is responsible of the composition of the CRC of her/his college. It shall have at least one member from each department in the college. The purpose of CRC is to take all necessary actions to promote research in the college including internally- and externally funded research. These actions include development and implementation of procedures for internally-funded research projects, mechanisms for projects evaluation and payment of compensation to researchers for externally-funded projects, establishing and maintaining contacts with external funding sources, spreading awareness among all faculty members about research funding opportunities, providing administrative support to faculty members for obtaining external funds, and continual follow-up of research projects. The CRC shall encourage and support all research activities in the College. The CRCs shall be responsible for implementing the policies and procedures of the DGSR and CGSR in their respective colleges, evaluation of submitted research proposals, making recommendations to the CGSR to fund the selected research projects, and reviewing the progress and final reports of funded projects. The CRC, under the guidance of the College Dean, shall develop strategic research plan and policy for the college including the research objectives and KPIs. The CRC of each college is responsible for developing clearly formulated and measurable research criteria against which faculty members will be assessed.

Research Ethics Committee (REC)

A Research Ethics Committee (REC) shall be formed under the DGSR to ensure that research work involving human or animal objects follows specified University guidelines. The REC will develop and apply policies and guidelines in accordance with all applicable national

and international standards. These policies and guidelines shall be approved by the Dean of Graduate Studies and Research and the VCAA. The Dean of Graduate Studies and Research shall appoint the Head of REC with the approval of the VCAA. All research work conducted at USTF that requires ethical approval of the research project must obtain a Certificate of Ethical Clearance (CEC) from the REC before initiating the project. This requirement is applicable to both funded and non-funded projects.

Research Conferences Committee (RCC)

The main task of RCC is to make recommendations concerning participation of faculty members in academic conferences for the purpose of presenting a research paper. The role and functioning of the RCC shall be in accordance with the "Policy on Research Conferences".

Research Policies and Procedures

Policies

- USTF considers research among the most important responsibilities of its faculty members. It encourages, facilitates, and supports research activities in all disciplines.
- All USTF faculty members are expected and encouraged to conduct research and engage in scholarship as well as publish and share their findings.
- An USTF faculty member is expected to publish at least two peer reviewed research papers each year.
- Faculty members can conduct academic or practice-oriented research in their area(s) of specialization and participate in multi-disciplinary research. They can also conduct pedagogic research.
- Each faculty member is expected to publish at least two peer-reviewed Journal research paper per academic year.
- The research performance of faculty will be a key factor in their annual evaluation as well as for their promotion to a higher rank.
- College Deans, in coordination with the DGSR, are responsible for developing and implementing a concrete research plan and a strategy aligned with USTF strategic plan. In coordination with the CRCs, they shall define research objectives for their college and KPIs for measuring the achievement of these objectives.
- Each college shall specify and get approved its research budget. Once the research budget has been officially approved for each college, it shall be transferred to the account of DGSR. The DGSR shall provide the funding for all approved research projects, based on the recommendations of the CRC and the Council for Graduate Studies and Research (CGSR), and approval of the Dean of GSR and VCAA (as applicable). The funding for approved research projects for each college shall be provided from the allocated research budget for each college. The DGSR may also utilize its own budget to promote research at USTF.
- The DGSR shall provide grants for research projects on college-wide competitive basis in accordance with its policies for internal research funding.

- USTF shall support and facilitate Collaborative Research conducted in cooperation with public and private institutions and industry.
- The University, through the DGSR, shall assist faculty members for obtaining research grants from external sources.
- The DGSR shall develop and implement a Distinguished Visiting Researcher (DVR) program which aims at inviting eminent scholars to give lectures at USTF, and to interact with faculty and students on research projects.
- Researchers shall follow the highest ethical standards in all aspects of their research work. They shall also abide by the applicable confidential requirements.
- Researchers shall abide by the University policies on Intellectual Property Rights.
- In some special cases, the teaching load of an outstanding researcher may be reduced with the approval of the College Dean and the Vice-Chancellor for Academic Affairs (VCAA).
- The College Deans shall submit an annual report on research accomplishments to the DGSR and the Office of Institutional Planning and Effectiveness (OIPE). They shall also submit to DGSR a plan regarding proposed research projects for the next academic year.
- A Research Ethics Committee (REC) shall be formed under the DGSR to ensure that research work involving human or animal objects follows specified national and international standards and guidelines.
- Outstanding researchers will be recognized and rewarded by the University.
- USTF will not tolerate research misconduct including fabrication, falsification or plagiarism in carrying out research or publishing its results.

Procedures

- The DGSR, in collaboration with College Research Committees, will take all necessary actions to promote research at USTF including internally- and externally funded research. These actions include development and implementation of procedures for internally funded research projects, mechanisms for projects evaluation and payment of compensation to researchers for externally-funded projects, establishing and maintaining contacts with external funding sources, spreading awareness among all faculty members about research funding opportunities, providing administrative support to faculty members for obtaining external funds, and continual follow-up of research projects, etc.
- The DGSR shall form a Research Ethics Committee (REC), at the University level, with well-defined role and objectives.
- The DGSR shall develop a systematic procedure for rewarding outstanding researchers at USTF on a yearly basis.
- Each College Dean, in consultation with the College Research Committee (CRC), will submit research projects planned for the following academic year and accordingly propose the required research budget.

- The DGSR will hold workshops/seminars to spread awareness about research policies and procedures as well as funded research opportunities.
- All support departments including the Office of Human Resources and Office of Finance shall be made aware of the new policies, especially those involving Research Assistants. They shall also be directed to provide full support for promoting research at the University.

Policies and Procedures for Internal Funding

Policies

- USTF will provide funds to support research projects in all colleges on a competitive basis.
- All faculty members are eligible to apply for internal research funds either on individual basis or by forming research groups and teams, including interdisciplinary teams. Priority for allocation of funds will be given to proposals with potential publications in journals of high impact factors or high-quality category (such as A*, A, B, and C) or proceedings of prestigious research conferences as recommended by CRCs and approved by the Deanship of Graduate Studies and Research. Preference will also be given to projects that are likely to receive external funds in the future.
- Projects focusing on important research areas for the Emirate of Fujairah, UAE and the Arab region will also have high priority.
- The competition for the award of funds will be held at least once and at most twice per academic year by the DGSR.
- No financial compensation will be provided to faculty members from internal research funds. However, compensation can be provided to students and others working on the funded project as Research Assistants.
- The research funds may be utilized for the purchase of components, parts, software, or other resources needed for successful completion of the project, as approved by the DGSR.
- USTF shall provide sufficient budget to the DGSR to cater to the needs of high-quality research projects in all colleges.
- The Dean of Graduate Studies and Research shall have the authority to approve funding for research projects with an upper limit of AED 50,000 per project. The funds will be granted only for projects recommended by the CRCs and the CGSR. The maximum duration for completion of such projects shall be 12 months.
- For research projects with funding requirement exceeding AED 50,000, the Dean of Graduate Studies and Research shall submit a request for funding approval to the VCAA provided that the project has been recommended by the CGSR.
- Funding for research projects with maximum funding requirement of AED 15,000 can be directly approved by the College Deans upon the recommendation of the CRCs. Such projects do not require the approval of the DGSR. The funding for such projects shall be provided by the DGSR upon the recommendation of the College Dean. This

funding will be provided from the approved research budget of the college requesting the grant.

- The DGSR will monitor the progress of funded research projects through CRCs headed by the Members of CGSR in their respective colleges.

Procedures

- The DGSR, with input from all members of the CGSR, will develop and maintain a complete mechanism for competitive award of research funds on an annual basis or at most twice yearly.
- Once the mechanism has been established, the DGSR will announce the deadline and procedure for applying for internal research funds.
- The DGSR will follow the specified procedure for evaluation of all submitted proposals.
- The evaluations will be done college-wide by the CRCs.
- Final approvals will be communicated to the Principal Investigator, Head of the Department, and the College Dean by the DGSR.
- The maximum fund for a research project awarded by DGSR is limited to AED 50,000. For projects seeking higher funding amounts, approval of the Vice-Chancellor for Academic Affairs (VCAA) will be sought.
- The Principal Investigator will coordinate with the concerned CRC for utilization of approved funds in accordance with specified procedures.
- The Principal Investigator will be responsible for submitting progress report(s) as well as the final report to the DGSR. The Principal Investigator will also be responsible for closing all accounts related to the internally funded research project at the completion of the project.
- For research projects with research budget of up to AED 15,000, project evaluation will be carried out by the College Research Committee and the award will be granted by the College Dean for purchase of components, parts, materials, etc. as well as payment to Research Assistants. The College Research Committee shall monitor the progress of all projects awarded by the College Dean.

Policies and Procedures for external Funding

Policies

- All faculty members are encouraged to seek external research funds. Such grants shall be recognized in the annual assessment of faculty members.
- USTF will facilitate the process of obtaining research funds from external agencies or other sources through the DGSR and other offices.
- The DGSR will establish and develop ties with various national, regional, and international funding agencies and organizations.
- The DGSR will inform faculty members about forthcoming research grant opportunities and their deadlines. It will also provide administrative support to interested faculty members to apply for the research grants in accordance with

university rules and regulations as well as the requirements of the corresponding funding agency.

- For externally funded projects, the researchers are eligible to include, if permitted by the funding agency, compensation for their time and effort. The compensation amount can then be included in the proposed budget submitted to the DGSR.
- The researcher(s) can get release time of 3 credit hours in their teaching load per semester, for one academic year, by paying the University, through an external research grant, an amount corresponding to the teaching load, as determined by the University.
- This amount shall be based on the ratio of required release time and the full-time teaching load per semester year for the concerned faculty member.
- USTF has the right to receive compensation to cover direct and indirect expenses related to the project. Such expenses include, but not limited to, the overhead cost for its human resources and facilities. As such, the University can add overhead charges up to maximum 20% of the project budget proposed by the Principal Investigator. This amount will be added in the proposed budget and the final budget will be then submitted to the funding agency.
- The DGSR will be responsible for signing the agreement in accordance with all relevant University policies including intellectual property rights.
- The DGSR shall maintain close links with all relevant centers in USTF in order to provide opportunities for faculty members to obtain externally funded research projects.

Procedures

- The DGSR will develop detailed criteria regarding externally funded projects. Such criteria will ensure that the individual faculty member or a research group seeking external funds has the necessary expertise and access to required facilities and resources to undertake the project and successfully complete it. It will also ensure that the project under consideration is consistent with the mission and goals of the University and has secured the approval of the Research Ethics Committee (REC), if so required.
- The DGSR will prepare appropriate documents and proposal approval forms and provide them to all College Research Committees along with procedures for proposal submission and its evaluation.
- Accepted proposals will be subsequently completed by the researcher or research group in all aspects considering the specific requirements of the funding agency and following the financial guidelines of the DGSR. The DGSR, after adding the overhead charges in the proposed budget and carrying out final internal review, will submit the proposal to funding agency prior to the specified deadline.
- The DGSR will initiate and contribute in negotiations between the Principal Investigator and the funding agency.

- Upon award of external funding for proposed project, the DGSR will inform the Principal Investigator, the Head of the Department, College Dean, and all concerned departments.
- A University Research Account (URA) shall be established for all externally funded research projects. For each project, a separate sub-account will be opened. The subaccounts will be managed by the DGSR in cooperation with the Principal Investigator (PI) for each project.
- The DGSR will ensure that the project is started on time and funds are readily available to the Principal Investigator as and when required in accordance with the pre-defined timeline.
- The DGSR, through the relevant CRC, will monitor the progress of the project comparing it with the specified targets defined in the project proposal.
- At the completion of the project, the Principal Investigator will submit the final report to the DGSR that shall be forwarded to the funding agency.

Policies and Procedures for Research Assistants

Policies

- To facilitate and promote research at University of Science and Technology of Fujairah, researchers and research teams are eligible to hire part-time Research Assistants (RAs) through their internally- and externally funded research projects.
- The Research Assistants (RAs) could be graduate students, recent graduates, or highly talented senior undergraduate students.
- Senior undergraduate students can also be hired as RAs for research projects directly awarded by the College Dean (for research budget up to AED 15,000), especially in departments that do not offer any graduate program.

Procedures

- The PI and his/her research team are authorized to announce the position, short-list the candidates, and select the RA as per the requirements of the research project and the nature of tasks to be accomplished by the RA.
- The payment to RAs could vary from AED 25 to 40 per hour depending upon their qualifications and experience.
- If the RA is from USTF, the maximum number of allowed working hours is 15 hours/week, after getting the approval of the concerned HOD and Dean.
- The minimum CGPA required for RA position is 3.0 out of 4.0 for recent graduates and undergraduate senior students.
- Undergraduate RAs shall be full-time students either in their final year of studies or they have completed all course work and are engaged in their mandatory internship.
- The appointment of RAs is generally for Fall and Spring semesters. However, they may also be appointed to work during the summer term upon approval from the DGSR.

- The selected RA shall fill the Research Assistant Hiring Form and the PI shall submit this form to the Head of the CRC.
- The PI will be informed by the Head of CRC after the approval for the specified TA has been obtained from University of Science and Technology of Fujairah Office of Human Resources.
- The payments to RAs will be made after written approval of the PI and in accordance with the University regulations.
- In case of non-satisfactory performance, the RA will be given a written notice by the PI. If there is no noticeable improvement in the performance, the PI can request the DGSR through the Head of the concerned CRC for termination of the appointment. The RA will be informed accordingly by the DGSR.
- The RA shall abide by all rules and regulations of USTF, including those related to research work, intellectual property, and patents.

Deanship of Graduate Studies and Research (DGSR)
Application for Internal Research Grant

Guidelines

- Completely fill the below application form and submit it, by the specified deadline, to the Head of your College Research Committee (CRC).
- The duration of the research project should not exceed 12 months.
- The research grant approved by the DGSR is limited to AED 50,000 per project. For higher amounts, the approval of Vice-Chancellor for Academic Affairs (VCAA) shall also be required.
- Research Assistants (RAs) could be graduate students in USTF or other academic/research institutions within or outside UAE, recent graduates, or highly talented senior students. Estimated amount for per hour payment to RAs could vary from AED 25 to 40 depending upon their qualifications and experience. If the RA is from USTF, the maximum number of allowed hours per week is 15, after getting the approval of the concerned HOD and Dean. If the RA is from outside UAE, special permission is required from the VCAA.
- Evaluation criteria will consider, among other factors, the quality of research proposal, required budget, and expected number of publications in journals of high impact factor or high-quality category or proceedings of prestigious conferences as classified by the CRC in each College and approved by the DGSR.
- Teamwork, inter-disciplinary teams, and teams including members from industry, academic institutions, etc. are encouraged.
- Internal research funding is quite competitive and research funds will be awarded for each college based on uniform evaluation criteria.
- For research proposals requiring clearance from the Research Ethics Committee (REC), kindly attach the approval letter from REC.

Application Form

College: **Research Duration (months):**

Research Title:

Proposal ID Number: (to be assigned by the DGSR)

Research Type: □Basic Research □Applied Research □Pedagogic Research

Research Team Members:

Researcher	Academic Rank or Designation	Affiliation	Specialization
Principal Investigator (PI)			
Co-Investigator #1			
Co-Investigator #2			
Co-Investigator #3			

Proposal Abstract and Objectives (maximum 350 words):

Expected Research Outcomes (maximum 300 words):

Research Methodology (maximum 500 words)

Research Contribution and Usefulness (maximum 300 words) [Main contribution in the field of research]

How does the research project fit within USTF 2018-2023 Strategic Plan (300 is the maximum number of words).

Track Record of Research Team (maximum 500 words)

[Provide a track record of the researchers involved with regards to the proposed research area. Include some recent references of PI and his/her team related to the proposal research field.]

Work Plan with Timeline

[Define main tasks of the research project and completion time needed for each task. The entries shown below are for illustrative purpose only.]

No.	Tasks	Months											
		1	2	3	4	5	6	7	8	9	10	11	12
1	Problem Formulation												
2	Analysis												
3	Simulation												
4	Report Writing												

Justification for Funding (maximum 500 words)

[What is the rationale for funding including need for RA (if required)?]

Requested Funds

[Please detail the funding requirements for the above proposal, adding additional rows/categories as required. The entries shown below are for illustrative purpose only.]

Items	Amount (AED)
Equipment/Hardware	
Software/Simulators	
Consumable Materials/Components	

Travel for Field Testing or Data Collection	
Research Assistant (specify no. of hours/week and no. of weeks)	
TOTAL	

Deliverables and Targets

The Project Progress Report must be submitted after completion of half the project duration. Within one month of the completion of the project duration, a final report shall be submitted to the DGSR through CRC Head.

Expected number of publications in journals of high impact factor or high-quality category =

Expected number of publications in proceedings of highly prestigious conferences =

Ethical Issues

Does the project involve samples of animals or humans, or it is concerned with other ethical issues that would require special approvals? □ Yes □ No

If the answer is Yes, please attaching the approval letter from Research Ethics Committee (REC).

Pledge by Principal Investigator (PI)

If the above proposal is accepted by the Deanship of Graduate Studies and Research and research funds are granted, I affirm that I will settle all accounts related to this research proposal.

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Name of PI	Signature	Date

Deanship of Graduate Studies and Research (DGSR)
Part-time Research Assistant Hiring Form

Guidelines:

- After obtaining the approval of the DGSR for hiring a part-time Research Assistant (RA), the Principal Investigator (PI) shall get this form completed from the selected RA and submit it to the Head of her/his College Research Committee (CRC).
- The PI will be informed by DGSR after the approval of the selected RA has been obtained from University of Science and Technology of Fujairah Office of Human Resources.
- If the RA is from outside UAE, special permission is required from the VCAA.
- Payment to RA shall be made in instalments as determined by the CRC and in accordance with the University regulations.
- For any further information or clarification, please contact the Head of CRC of your College.

Application Form

Proposal ID Number (as assigned by the DGSR)**:**
Research Title:
College: **Expected Start Date:**
Principal Investigator:
Name: E-mail:
Phone (office): Mobile:
Research Assistant:
Name: Affiliation: E-mail:
Phone (office): Mobile:
Assigned Tasks for Research Assistant (RA):
[Provide details of specific tasks assigned to the RA that he/she must accomplish within specified period. The nature of tasks could be data collection, analysis, simulation, lab work, etc.]
Number of working hours per week =
Duration (number of weeks) to accomplish the assigned tasks =
Rate (AED/hour) = Total Amount = AED
Pledge by Research Assistant:
I affirm that I will complete all the above-mentioned tasks assigned to me by the Principal Investigator (PI) to the best of my abilities and submit the results to PI on time.

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Name of Research Assistant	Signature	Date
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Name of Principal Investigator	Signature	Date

Note:

- Attach latest CV of Research Assistant.
- If the Research Assistant is from University of Science and Technology of Fujairah, kindly attach the approval or NOC from the concerned HOD and Dean.
- If the Research Assistant is from outside UAE, kindly attach special permission obtained from the VCAA.

Deanship of Graduate Studies and Research (DGSR)
Research Proposal Evaluation Form

Instructions:

- Each research proposal will be evaluated by the College Research Committee (CRC), which is headed by the Member of CGSR representing that college.
- The CRC can appoint reviewers from within or outside the College and USTF.
- The review process shall be completed within one month after the specified deadline for receiving research proposals.
- The CRC shall rank all reviewed proposals in the order of their overall review grades based on the quality of proposed research work, expertise of researchers in the proposed research area, and expected number of publications in journals of high impact factor or high-quality category, or proceedings of prestigious conferences as classified by the CRC in each college and approved by the DGSR. However, the CRC shall also consider the required budget for each proposal and the total budget available when making the final recommendations.
- Any grievance from a PI shall be submitted directly to the Dean of Graduate Studies and Research.

Evaluation Form

Proposal ID Number (as assigned by the DGSR)**:** **Research Title:**

College:

Principal Investigator:

Requested Funding (AED) = Remarks of Proposal Reviewers

Evaluation Criteria and Grading:

For each of the following criteria, the score range shall be from 0 to 5 as follows:

Excellent (5) Very Good (4) Good (3) Fair (2) Poor (1 or 0)

No	Criterion	Score
1	Clarity of research proposal and its objectives	
2	Feasibility of expected outcomes	
3	Relevance and explanation of research methodology	
4	Significance of research contribution and its usefulness in scientific field and/or to society	
5	Track record of researchers in relation to the submitted research proposal	
6	Rationale for requested budget and how reasonable it is for proposed research	
	TOTAL (out of 30)	

College Research Committee Decision:

The College Research Committee, in its meeting held on ……., has discussed the proposal, its evaluation by reviewers as well as its overall ranking among submitted proposals, and accordingly decided by a majority vote that:

- ☐ Proposal is approved with requested funding of AED ……
- ☐ Proposal is approved with modified funding of AED ……
- ☐ Proposal is not approved due to the quality/merit of research proposal.
- ☐ Proposal is not approved due to its lower ranking considering available funds.

Remarks by Head of the College Research Committee (Member of CGSR):

Remarks by the College Dean:

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Head, College Research Committee	Signature	Date
---	---	---
College Dean	Signature	Date
---	---	---
Dean of GSR	Signature	Date

Related Policies

- Research Strategy
- Research Ethics Policy
- Student Involvement in Research Policy
- Commercialization of Research Output Policy
- Research Strategy
- Research Publication Compensation Policy
- Research Conference Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	Deanship of Graduate Studies and Research	VCAA	BOT
V 2.0	08/02/2021	Approval as Updated Policy	Deanship of Graduate Studies and Research	VCAA	BOT
V 3.0	06/02/2023	Approval as Updated Policy	Deanship of Graduate Studies and Research	VCAA	BOT

Research Publications Compensation Policy

Policy Name	Research Publications Compensation Policy		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

University of Science and Technology of Fujairah (USTF) requires and encourages its faculty members to conduct high-quality research in their areas of specialization and publish their research results in highly reputable international journals. An USTF faculty member is expected to publish two peer reviewed research papers in reputable journal each academic year. The publication of scientific research is considered as one of the most essential activities of faculty members at USTF, and Goal 2 of USTF's Strategic Plan 2018-2023 reflects the importance of research to the faculty, University, and community. As a new proactive University, USTF aligns its research efforts with the UAE Vision 2071 in addressing global problems of national impacts. The University supports its faculty towards achieving this goal. As an incentive, USTF has adopted this policy to provide a financial compensation for the publication of quality research in SCOPUS-indexed journals and USTF-A peer reviewed journals.

Purpose of Policy

USTF's research publications compensation policy aims to honor and to encourage its faculty members to conduct high-quality research in their areas of specialization and publish their research contributions in highly reputable international journals to elevate the academic research at USTF.

Policy Content and Guidelines

As an incentive, USTF has adopted this policy to provide a financial compensation for the publication of quality research in SCOPUS-indexed journals and USTF-A peer reviewed journals.

Objectives

Research publication compensation policy aims to reward the efforts of the faculty members at the University and encourages them to enrich the research portfolio of USTF. The objectives of research publications compensation are as follows:

- Increase number and quality of USTF SCOPUS-indexed papers published in reputable international journals and USTF-A peer reviewed journals (Refer to the Appendix).
- Encourage faculty members to boost the research and scholarly activities in the University.
- Contribute to the university strategic goals related to research.
- Promote and encourage collaborative research with peer researchers in other academic institutions.
- Enrich the scientific research output on national, regional, and international levels.

USTF research compensation criteria

- The publications eligible for compensation for an academic year are those published between 1 September of the previous year and 31 August of the next year.
- The research paper must be conducted while applicant is a full-time faculty member at USTF at the time of reward.
- The applicant must use University of Science and Technology of Fujairah (USTF) affiliation as a main affiliation in research publications submitted for compensation.
- The faculty member must assign his/her financial exploitation rights in patent to (USTF) or to a third party designated by (USTF) in return for a fair compensation.
- The same research publication cannot be submitted for compensation in more than one of the five categories stated in item (C) below.
- The research work submitted for compensation in all categories should be SCOPUS-indexed at the time of submission for publication.
- Research published in conference proceedings is not eligible for the reward.
- The financial compensation shall be awarded to full-time USTF faculty members only.
- The research paper(s) submitted for compensation is preferred to be in the specialization area of the applicant.

Research Compensation Categories

Faculty publication compensation is classified into the following five categories:

Category 1: Papers published in SCOPUS-indexed journals.

Category 2: Books or book chapters published in SCOPUS-index.

Category 3: Patents

Category 4: Publication Fees

Category 5: Arabic publications

The financial compensations in all categories have been specified for papers published in SCOPUS-indexed journals, books, and Arabic USTF-A peer reviewed journals. The maximum total financial compensation for research publications received by an individual USTF faculty member in categories 1, 2 and 5, shall not exceed 10,000 AED in an academic year, excluding categories (3 and 4).

Category 1: Papers published in SCOPUS-indexed journals.

Tables 1 and 2 are used for calculation of the financial compensation of papers published in SCOPUS-indexed journals. The website **www.scopus.com** is used for identification of the SCOPUS quartiles.

a. For papers published in the top 10% of SCOPUS index, 90%-99%, the payment per USTF faculty shall be as per Table (1).

Table 1. Financial compensation for papers published in top 10% of SCOPUS quartile Journals.

SN	Number of authors listed on published paper	Payment per USTF faculty (AED)
1	1	7,500
2	2	3,750
3	3	2,500
4	4 or more	8,000/number of authors

b. For papers published in journals of quartiles (1) to (4), if the number of authors is 3 or less, the financial compensation is the product of multiplying the payment per USTF author in Table 1 times the percentage of the journal quartile in Table (2).

c. For papers published in journals of quartiles (1) to (4), if the number of authors is 4 or more, the financial compensation is the product of multiplying 8,000 AED times the percentage of the journal quartile in Table 2, divided by the number of authors which is 4 or more.

Table 2. Financial incentive for papers publishes in Q1-Q4 SCOPUS-indexed journals

SN	SCOPUS Quartile (www.scopus.com)	Payment/USTF Author as a percentage of Table 1
1	Quartile 1 (75% - 89%)	80%
2	Quartile 2 (50% - 74%)	60%
3	Quartile 3 (25% - 49%)	35%
4	Quartile 4 (0% - 24%)	20%

d. USTF faculty are strongly encouraged to visit the SCOPUS website (www.scopus.com) and make sure that the Journal, they have published in or are going to choose for future publication, is indexed by SCOPUS. They also must check the coverage period carefully before submitting an article for publication. The SCOPUS quartile information may also change from time to time based on the SCOPUS evaluation criteria. If the SCOPUS quartile changes from the time of submission to the time of publication, the SCOPUS quartile information at the time of calculating compensation shall be used by the University.

Category 2: Books or book chapters published in SCOPUS-Index

a. For a published book chapter, peer-reviewed and indexed by SCOPUS, each USTF author shall receive a net amount of 1,000 AED.

b. For a published edited book, peer-reviewed and indexed by SCOPUS, each USTF author shall receive a net amount of AED 2,000 under two conditions. First, if the edited book is authored by the USTF Faculty. Second, if it was not previously compensated for by USTF as a published authored book.

c. For a published authored book, peer-reviewed (not editorial book or thesis) and indexed by SCOPUS, each USTF author shall receive a net amount of 3,000 AED.

Category 3: Patents

d. The faculty member must promptly communicate and disclose in writing to USTF all inventions which are made, conceived, developed or reduced to practice by the faculty member alone, or jointly with others.

e. The faculty member assigns his/her financial exploitation rights in intellectual property to USTF or to a third party designated by the University in return for a fair compensation determined in Table (3), considering the economic value of the invention and the level of support provided by USTF to the faculty member in making such invention.

f. The faculty member is responsible for the registration process including recording,

defending, filing, and prosecuting the patent in UAE and any foreign country.

g. USTF shall share 60% of the expenses of the patent registration with the faculty member. USTF maximum share amount of the expenses of patent registration shall not exceed 7,500 AED in the UAE and 15,000 AED internationally.

h. After deducting the expenses of patent registration, the patent revenues shall be divided between the University and the faculty member(s) as shown in Table (3) below:

Table 3. Financial compensation for Patent exploitation

SN	The amount of the patent proceeds Per year	USTF's percentage	USTF Faculty Member's percentage
1	Less than 100,000	50%	50%
2	From AED 100,000 to AED 250,000	55%	45%
3	More than AED 250,000	60%	40%

Category 4: Publication Fees

a. USTF publication fees compensation is determined according to Table (4) and (5). USTF faculty should submit the actual publication fees receipt to the representative of his/her college in the Council for Graduate Studies and Research (CGSR) to be eligible for publication fees compensation.

b. Only papers published in top ten, Quartile (1) and Quartile (2) SCOPUS-indexed journals shall be considered for publication fees compensation.

c. For research papers published in quartile (1) and quartile (2) SCOPUS-indexed journals, the publication fees compensation shall be calculated as a percentage of total publishing charges listed in Table (4) in respective to the number of authors per research paper and the percentage for each journal quartile as shown in Table (5)

d. The publication fees compensation sum per USTF author shall not exceed 6,000 AED per USTF faculty per academic year.

e. Tables (4) and (5) shall be used for calculation of publication fees compensation.

Table 4. Publication fees compensation for papers published in top 10% of SCOPUS quartile Journals.

SN	Number of Authors Listed on Published Paper	Publication fees per USTF Author (AED)
1	1	6,000
2	2	3,000
3	3	2,000
4	4 or more	6,000/number of authors

Table 5. Publication fees compensation for papers published in quartile (1) and quartile (2) SCOPUS-indexed journals.

SN	SCOPUS Quartile (www.scopus.com)	Payment/USTF Author as a percentage of Table 5
1	Quartile 1 (75% - 89%)	80%

2	Quartile 2 (50% - 74%)	60%

f. For papers published in the top 10% of SCOPUS-indexed journals, the publication fees per USTF author shall be as per Table (4).
g. For papers published in journals of quartile (1) or quartile (2) SCOPUS-indexed journals, if the number of authors is 3 or less, the publication fees compensation is the product of multiplying the payment per USTF author in Table (4) times the percentage of the journal quartile in Table (5). For instance, for papers published in quartile (1) journals, if the number of authors is 4, the publication fees compensation is the product of multiplying 6,000 AED times the percentage of the journal quartile in Table (5), which is 80%, divided be the number of authors which is 4. In this case the publication fees compensation amount shall be 1,200 AED per USTF author.
h. For papers published in Arabic journals, only USTF-A peer-reviewed journals shall be considered for publication fees compensation. The non-peer reviewed papers and internal peer-reviewed papers shall not be considered for publication fees compensation. USTF-A peer-reviewed journals publication compensation fees is calculated as the actual publication charges submitted by USTF faculty divided by the number of authors per research paper. USTF-A peer-reviewed journals publication compensation fees sum shall not exceed 1,000 AED per a research paper, and 2000 AED per USTF faculty per academic year.

Category 5: Arabic Publications

Regarding journals or books published in Arabic language, only USTF-A peer-reviewed journals shall be considered for the compensation **(Refer to the Appendix)**. The internal peer-reviewed papers or non-peer-reviewed papers shall not be accepted. The compensation sum in this category shall be calculated as shown in Table (6).

Table 6. Financial incentive for Arabic language publications

SN	Number of Authors Listed on Published Paper/Book	Payment per Paper/Book (AED)
1	N authors per Journal paper	1,000/N per USTF author (non-SCOPUS) 2,000 per USTF author (SCOPUS - Single Author) 3,000/N per USTF author (SCOPUS - more than one author)
2	N authors per Book	2,000/N per USTF author (non-SCOPUS)

Procedures

A. At the beginning of each academic year, USTF faculty members submit their research output to the Deanship of Graduate Studies and Research (DGSR) for the USTF faculty publication compensation in all categories.
B. Faculty members submit their contributions in categories (1), (2), and (5), described above in (C), to the DGSR at USTF. Compensation for the patents will be treated separately according to Table (3) and compensation for the publication fees will be calculated according to Tables (4) and (5).
C. The members of the Council for Graduate Studies and Research (CGSR) verify the eligibility of

faculty members for research compensation according to the USTF research compensation criteria listed above. The DGSR may request additional supporting information from the applicant if required.

D. The Dean of Graduate Studies and Research reviews and verifies the final detailed tables of faculty members eligible for publication compensation, per college under all applicable categories, and prepares a summary table for research compensation.
E. The detailed tables and the summary table of research compensation are discussed, in detail, and approved by the CGSR.
F. The Dean of Graduate Studies and Research presents the detailed and summary tables of financial compensation to USTF Chancellor for approval.
G. Upon approval, USTF Chancellor shall forward the compensation payments to USTF's Office of Finance for implementation.

Grievance

A. Grievance applications related to USTF faculty publications compensation shall be sent directly to the DGSR.
B. Grievance request may include any additional documents the applicant believes it supports his application.
C. The DGSR acknowledges the receipt of the grievance to the applicant, and the Dean of Graduate Studies and Research forms an independent ad-hoc committee to investigate the grievance.
D. The ad-hoc committee submits a recommendation to the Dean of Graduate Studies and Research regarding each grievance application within a maximum period of 5 working days.
E. The CGSR discusses to recommendations of ad-hoc committees and a final decision is made, and in case of a tie the side of the DGSR prevails.

Appendix

أولاً: قائمة الدوريات المعتمدة في تخصص القانون للعام الجامعي 2023/2202

م	المجلة	ISSN	الدرجة	الفئة	الموقع الإلكتروني
1	مجلة جامعة الشارقة للعلوم الإنسانية والاجتماعية	1996-2339	90	A	https://www.sharjah.ac.ae/ar/Research/spu/JournalHSS/Pages/default.aspx
2	مجلة الشريعة والقانون جامعة الإمارات العربية المتحدة	1608-1013	90	A	https://scholarworks.uaeu.ac.ae/sharia_and_law/
3	مجلة الحقوق جامعة الكويت	1029-6069	90	A	http://www.pubcouncil.kuniv.edu.kw/jol/homear.aspx?id=1&root=yes
4	مجلة دراسات في علوم الشريعة والقانون - الجامعة الأردنية	1026-3748	90	A	http://dirasat.ju.edu.jo/
5	مجلة جامعة الشارقة للعلوم القانونية	2616-6526	90	A	https://www.sharjah.ac.ae/ar/Research/spu/Journallaw/Pages/ISSN.aspx
6	مجلة الأمن والقانون - أكاديمية شرطة دبي	2520-5366	85	B	https://www.dubaipolice.ac.ae/academy_prod/ar/showpage
7	مجلة الرافدين للحقوق - جامعة الموصل	1819-1746	85	B	https://alaw.mosuljournals.com/
8	مجلة القانون المغربي	1114-4971	85	B	https://www.darassalam.ma/publication/2/byrevue
9	مجلة دفاتر السياسة والقانون - جامعة قاصدي مرباح	2602-5930	85	B	https://www.asjp.cerist.dz/en/PresentationRevue/120
10	مجلة الفكر الشرطي - شرطة الشارقة	1681-5297	85	B	https://spwww.shjpolice.gov.ae/old/ar/polFkr.aspx
11	المجلة الأردنية في القانون والعلوم السياسية	2520-744X	85	B	https://ejournal.mutah.edu.jo/index.php/jjlps/index
12	مجلة كلية الحقوق - جامعة البحرين	1985-8000	85	B	https://offline.uob.edu.bh/index.php/colleges/2016-08-24-08-30-26/law-magazine
13	مجلة الزرقاء للبحوث والدراسات الانسانية - جامعة الزرقاء	1561-9109	85	B	http://zujournal.zu.edu.jo/
14	مجلة العلوم القانونية - جامعة عجمان	15 – 966 - 7 – 9948 – ISBN978	83	B	https://www.ajman.ac.ae/ar/law/magazine

م	المجلة	ISSN	الدرجة	الفئة	الموقع الإلكتروني
15	مجلة العلوم القانونية - جامعة بغداد	2070-027X	85	B	https://jols.uobaghdad.edu.iq/index.php/jols
16	مجلة كلية الحقوق - جامعة النهرين	1815-6630	80	B	http://college.nahrainlaw.org/
17	مجلة كلية القانون للعلوم القانونية والسياسية - جامعة كركوك	2226-4582	80	B	https://www.uokirkuk.edu.iq/lawjo/
18	مجلة بحوث جامعة حلب سلسلة العلوم القانونية والاقتصادية	2226-9180	80	B	https://alepuniv.edu.sy/view-dept/university-of-aleppo-research-journal
19	مجلة العلوم القانونية والاجتماعية جامعة زيان عاشور - الجلفة	2676-1742	80	B	https://www.asjp.cerist.dz/en/PresentationRevue
20	مجلة جامعة دمشق للعلوم الاقتصادية والقانونية	2072-2273	80	B	http://damascusuniversity.edu.sy/mag/law/
21	مجلة المنارة للبحوث والدراسات - جامعة آل البيت الأردنية	1026-6844	80	B	https://web2.aabu.edu.jo/manar/
22	مجلة العلوم القانونية والاقتصاد - جامعة عين شمس		80	B	-
23	مجلة الحقوق للبحوث القانونية والاقتصادية - جامعة الاسكندرية		80	B	-
24	مجلة كلية الشريعة والقانون - جامعة الأزهر بالقاهرة		80	B	-
25	مجلة كلية الشريعة والقانون - جامعة بأسيوط	1110-3973	80	B	https://jfsu.journals.ekb.eg/
26	مجلة القانون والاقتصاد جامعة القاهرة		80	B	-
27	مجلة جامعة تكريت للعلوم القانونية والسياسية	2073-1140	80	B	http://tujr.tu.edu.iq/index.php/t
28	مجلة صوت القانون - الجزائر	2602-6759	80	B	https://www.asjp.cerist.dz/en/PresentationRevue/268
29	المجلة المغربية للإدارة المحلية والتنمية	1113-1764	80	B	http://remald.com/
30	مجلة حقوق حلوان للدراسات القانونية والاقتصاد		70	C	-

م	المجلة	ISSN	الدرجة	الفئة	الموقع الإلكتروني
31	مجلة روح القوانين - جامعة طنطا		75	C	-
32	مجلة القضاء والتشريع التونسية		75	C	-
33	المجلة الجزائرية للعلوم القانونية والاقتصاد والسياسة	0035-0699	75	C	https://www.asjp.cerist.dz/en/PresentationRevue/526
34	مجلة عجمان للدراسات والبحوث	1609-381X	78	C	http://rsh-award.org.ae/majalatajman/
35	مجلة حوليات الشريعة - جامعة القرآن الكريم والعلوم الاسلامية - السودان		75	C	-
36	مجلة الدراسات القانونية كلية الحقوق بصفاقس		75	C	http://www.fdsf.rnu.tn/ara/pages/268
37	مجلة العلوم القانونية والسياسية - كلية القانون والعلوم السياسية - جامعة ديالي - العراق	2225-2509	75	C	https://lawjur.uodiyala.edu.iq/index.php/jjps
38	مجلة كلية القانون الكويتية العالمية - الكويت	2410-2237	73	C	https://journal.kilaw.edu.kw/
39	مجلة البحوث جامعة تشرين سلسلة العلوم القانونية والاقتصادية	2079-3073	70	C	http://journal.tishreen.edu.sy/index.php/econlaw
40	مجلة دراسات الإدارة العامة والفيدرالية - السودان	1022-3525	70	C	https://onlinejournals.uofk.edu/index.php/JMF
41	مجلة المعيار - كلية الإمام مالك للشريعة والقانون - دبي	2303-9604	78	C	https://imc.gov.ae/ar/Scientific-Research-And-Magazine/Almieyar-Magazine

ثانياً: قائمة الدوريات المعتمدة في تخصص علم الاجتماع والخدمة الاجتماعية للعام الجامعي 2023/2202

م	المجلة	الدرجة	الفئة
1	مجلة جامعة الشارقة للعلوم الانسانية والاجتماعية، ترتيبها حسب QS لعام 2019 هو 18 بين الجامعات العربية	90	A
2	المجلة الأردنية للعلوم الاجتماعية ترتيبها حسب OS لعام 2019 هو 9 بين الجامعات العربية	90	A
3	مجلة جامعة الملك عبد العزيز: الآداب والعلوم الإنسانية حسب QS لعام 2019 هو 3 بين الجامعات العربية	90	A
4	أم القرى للعلوم الاجتماعية ترتيب حب QS لعام 2019 هو 21 بين الجامعات العربية مجلة الآداب	90	A
5	مجلة الآداب جامعة بغداد تركها حسب QS لعام 2019 هو 17 بين الجامعات العربية	90	A
6	مجلة آفاق لعلم الاجتماع - جامعة البليدة - الجزائر	90	A
7	مجلة الحقيقة للعلوم الإنسانية والاجتماعية - جامعة ادرار - الجزائر	90	A
8	التدوين - جامعة وهران - الجزائر	90	A
9	مجله دراسات انسانية واجتماعية - جامعة وهران - الجزائر	90	A
10	حوليات جامعة قالمة للعلوم الاجتماعية والإنسانية - الجزائر	85	B
11	مجلة مؤتة للبحوث والدراسات - الأردن	85	B
12	المجلة العربية الدراسات والبحوث - جامعة نايف - السعودية	80	B
13	مجلة العلوم الاجتماعية - الجزائر	80	B
14	امام محمد بن سعود العلوم الانسانية والاجتماعية	80	B
15	مجلة كلية التربية الأساسية للعلوم التربوية والانسانية جامعة بابل	80	B
16	كراسات تونسية - كلية العلوم الانسانية والاجتماعية جامعة تونس الأولى - تونس	80	B

م	المجلة	الدرجة	الفئة
17	المجلة العربية لضمان جودة التعليم الجامعي - جامعة العلوم والتكنولوجيا - اليمن	80	B
18	مجلة العلوم الشرطية والقانونية - أكاديمية شرطة الشارقة	80	B
19	مجلة العلوم الإنسانية والاجتماعية جامعة الإمام محمد بن سعود الاسلامية	80	B
20	جامعة العربي التبسي تبسة الجزائر مجلة العلوم الإنسانية والاجتماعية	80	B
21	مجلة الزرقاء البحوث والدراسات الإنسانية - الأردن	83	B
22	مجلة إضافات المجلة العربية لعلم الاجتماع - جمعية علم الاجتماع - بيروت	88	B
23	الاعلام والمجتمع العربي- الجامعة الأمريكية - القاهرة - جمهورية مصر العربية	87	B
24	مجلة بحوث كلية الأدب - جامعة المنوفية - جمهورية مصر العربية	65	C
25	مجلة بحوث الشرق الأوسط - جامعة عين شمس - مصر - جمهورية مصر العربية	65	C
26	مجلة حوليات كلية الآدب - جامعة عين شمس - مصر - جمهورية مصر العربية	65/70	C
27	دراسات في الخدمة الاجتماعية والعلوم الإنسانية - جامعة حلوان - جمهورية مصر العربية	70	C
28	الناصرية للبحوث الاجتماعية والتاريخية - الجزائر	70	C
29	مجلة جامعة الطائف "الآداب والتربية " - السعودية	70	C
30	مجلة العلوم الانسانية لجامعة أم البواقي - الجزائر	70	C
31	مجلة البحوث الأمنية - مركز الدراسات والبحوث - جامعة الملك فهد - السعودية	70	C
32	مجلة جامعة الوصل - الإمارات العربية المتحدة	75	C
33	المواقف البحوث والدراسات في المجتمع - الجزائر	75	C
34	مجلة جامعة الحسين بن طلال - الأردن	75	C

ثالثاً: قائمة الدوريات المعتمدة في تخصص العلاقات العامة والإعلام للعام الجامعي 2023/2202

م	المجلة	الدرجة	الفئة
1	المجلة العربية للإعلام والاتصال - جامعة الملك سعود - السعودية	90	A
2	الجامعة الأمريكية بالقاهرة - Arab Media and Society - جمهورية مصر العربية	90	A
3	مجلة حوليات الآداب والعلوم الاجتماعية - جامعة الكويت - الكويت	90	A
4	مجلة العلوم الاجتماعية بجامعة أم القرى - السعودية	90	A
5	مجلة جامعة الملك عبد العزيز للآداب والعلوم الإنسانية - السعودية	90	A
6	مجلة الشرق الاوسط له عام - جامعة قطر - قطر	90	A
7	المجلة المصرية لبحوث الأعلام - كلية الإعلام جامعة القاهرة - جمهورية مصر العربية	80	B
8	مجلة الآداب والعلوم الاجتماعية - جامعة السلطان قابوس - سلطنة عمان	80	B
9	مجلة البحوث الاعلامية - جامعة الأزهر - جمهورية مصر العربية	80	B
10	المجلة المصرية لبحوث الرأي العام - كلية الإعلام جامعة القاهرة - جمهورية مصر العربية	85	B
11	دراسات استراتيجية ورؤى استراتيجية - مركز الإمارات للدراسات والبحوث الاستراتيجية - الإمارات العربية المتحدة	80	B
12	المجلة العربية للدراسات الأمنية - جامعة نايف العربية للعلوم الأمنية - السعودية	80	B
13	حولية الآداب جامعة عين شمس - جمهورية مصر العربية	65/70	C
14	مجلة التصميم الدولية	78	C
15	مجلة العمارة والفنون والعلوم الإنسانية	78	C
16	المجلة العربية للإدارة	73	C
17	المجلة العلمية البحوث العلاقات العامة - جامعة القاهرة - جمهورية مصر العربية	65/75	C
18	المجلة العربية لبحوث الإعلام والاتصالات - جامعة الأهرام الكندية	75	C
19	المجلة العلمية لبحوث الإذاعة والتلفزيون - كلية الإعلام - جامعة القاهرة - جمهورية مصر العربية	65/75	C
20	مجلة العلاقات العامة الشرق الأوسط	73	C

رابعاً: قائمة الدوريات المعتمدة في تخصص علم النفس للعام الجامعي 2023/2202

م	المجلة	الدرجة	الفئة
1	مجلة العلوم التربوية - جامعة الملك سعود - السعودية	90	A
2	المجلة التربوية - جامعة الكويت - الكويت	90	A
3	مجلة رسالة التربية وعلم النفس - جامعة الملك سعود - السعودية	90	A
4	مجلة جامعة الشارقة للعلوم الإنسانية والاجتماعية - الإمارات العربية المتحدة	90	A
5	المجلة الدولية للأبحاث التربوية - جامعة الإمارات - الإمارات العربية المتحدة	90	A
6	المجلة الأردنية في العلوم التربوية - جامعة اليرموك - الأردن	90	A
7	مجلة الدراسات التربوية والنفسية - جامعة السلطان قابوس - سلطنة عمان	90	A
8	مجلة جامعة أم القري للعلوم التربوية والنفسية - السعودية	90	A
9	مجلة الجامعة الإسلامية للدراسات التربوية والنفسية غزة - فلسطين	85	B
10	مجلة جامعة القدس المفتوحة للأبحاث والدراسات التربوية والنفسية - فلسطين	80	B
11	مجلة العلوم التربوية والنفسية جامعة البحرين - البحرين	85	B
12	المجلة الأردنية للعلوم الاجتماعية الجامعة الأردنية - الأردن	85	B
13	دراسات العلوم التربوية الجامعة الأردنية - الأردن	80	B
14	مجلة البحث العلمي في الآداب - كلية البنات - جامعة عين شمس - جمهورية مصر العربية	80	B
15	مجلة كلية الآداب - جامعة المنصورة - جمهورية مصر العربية	80	B
16	مجلة جامعة النجاح للأبحاث	85	B
17	مجلة كلية التربية في العلوم التربوية - جامعة عين شمس - جمهورية مصر العربية	85	B
18	مجلة كلية الآداب - جامعة طنطا - جمهورية مصر العربية	65	C

Related Policies

- Research Strategy
- Research Ethics Policy
- Student Involvement in Research Policy
- Commercialization of Research Output Policy

- Research Strategy
- Research Conference Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	Deanship of Graduate Studies and Research	VCAA	BOT
V 2.0	08/02/2021	Approval as Updated Policy	Deanship of Graduate Studies and Research	VCAA	BOT
V 3.0	06/02/2023	Approval as Updated Policy	Deanship of Graduate Studies and Research	VCAA	BOT

Research Conferences Policy

Policy Name	Research Conference Policy		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Conferences are important elements of university life for academic and professional staff, and for students. Whether on-campus or outside, conferences are considered an extension of the professional learning environment and should offer the same opportunities and welcome to all participants. USTF invites the highest quality speakers and discussants to be able to offer the richest possible experience to attendees. In case of hybrid mode conference, the University supports online participation of USTF's faculty.

Purpose of Policy

Conferences are valuable to academician, professionals, and students, by providing the opportunity to find out about the latest research, to learn new skills, and to share best practice. Conferences are also venues for formal and informal networking that can be crucial for job enrichment and career development.

Chapter 1: General Provisions

Article 1

This policy is known as the Policy on Research Conferences.

Article 2

The provisions of this Policy shall apply to all faculty members of University of Science and Technology of Fujairah regardless of their ranks.

Article 3

This Policy shall come into effect on the date of its approval by the University Chancellor. All contradicting texts shall be abrogated. The Policy may be reviewed upon the recommendation of the Council for Academic Affairs, headed by the Vice-Chancellor of Academic Affairs.

Article 4

Each College shall propose its budget for professional development of its faculty including their participation in research conferences and presentation of research papers, and get it approved from the University. The approved budget of each College for participation in research conferences shall be transferred to the Deanship of Graduate Studies and Research (DGSR). The DGSR shall utilize the budget allocated for each College to cover the research conference participation expenses for faculty members from that college. This will apply to all Colleges in the University.

Article 5

The Vice Chancellor for Academic Affairs (VCAA) has the authority to approve participation of a faculty member in a research conference upon receiving the recommendation made by the Dean of Graduate Studies and Research. The Dean's recommendation shall be based on the

recommendation of the Research Conferences Committee (RCC), which is formed by the Dean of Graduate Studies and Research and approved by the VCAA.

Article 6

Faculty members interested in presenting their papers at research conferences shall submit their request to their Head of Department (HOD). The HOD shall form an ad-hoc committee to review the paper and give its recommendation, along with a brief review report, considering the quality of the submitted paper and the reputation of the conference. The HOD shall present the paper along with the review report and recommendation of the ad-hoc committee in the next Departmental Council meeting. The HOD will then submit the participation request to the College Dean along with the recommendation of the Departmental Council and the review report of the ad-hoc committee.

Article 7

The Dean shall present the participation request, the review report, and the recommendation of the Departmental Council in the next College Council meeting. After getting the recommendation of the College Council, the Dean will submit the request to the Deanship of Graduate Studies and Research. The submission shall include the following:

- A completed application form for participation in a conference.
- Proof of paper acceptance from the conference organizer.
- A copy of the accepted research paper.
- Review report of the ad-hoc committee.
- Recommendation of the College Council.

Article 8

- The applicant shall have completed at least one year at the University as full-time faculty before applying for approval to be funded for presenting a paper in a conference. However, in exceptional cases, the Dean may recommend an applicant who has not yet served USTF for one complete year.
- An applicant may not be funded to present a research paper in a conference that is held outside UAE more than once in an academic year. However, in very special cases, the Dean may recommend a faculty member to participate twice per academic year provided that sufficient budget is available for other eligible applicants to avail at least one participation per academic year.
- A faculty member may also be permitted to attend a conference more than once in an academic year if he/she is invited as a keynote speaker and his/her expenses are totally borne by the conference organizers, provided the approval is obtained from the HOD, College Dean, and the Dean of Graduate Studies and Research.

Article 9

Requests for attendance-only participation (without the submission of a research paper or keynote speech) or participation in some professional events, workshops, etc. shall be submitted by the College Dean to the USTF Delegation Committee, headed by the VCAA, for its approval. The DGSR shall only be concerned with presentation of papers in research conferences.

Article 10

USTF faculty member may not participate in a conference when his/her presence at the University is deemed necessary by the HOD and Dean. Such cases may include the following:

- Visit of an academic accreditation team to the faculty member's department.
- Students' registration periods.
- Examination periods.
- During summer term if the faculty member is teaching a course.

Article 11

In case of multiple applications for participation in the same conference and lack of enough funds, selection shall be made by the Dean according to the following conditions and order of priority:

- Applicant's area of expertise in relation to the conference theme.
- Applicant carrying out organizational duties at the conference.
- Applicant with least recent conference participation.
- Applicant with partial external funding.

In case of multiple simultaneous applications for participation in different conferences and lack of enough funds, the Dean shall give priority to conferences that are more relevant to the research areas of interest for the College and its future research projects.

Article 12

If a conference is postponed after a participation mandate has been issued, the applicant is allowed to attend the same conference on its newly announced dates after notifying the Dean of Graduate Studies and Research and submitting the documents of conference postponement and its announcement of new dates. If a participant is denied entrance to a host country, he/she can apply for participation in another conference in the same academic year.

Article 13

The HOD and Dean shall emphasize on the quality of participation and shall perform an assessment of the quality of participation based on a report submitted by the participant after attending the conference.

Chapter 2: Evaluation Criteria

Article 14

The Research Conferences Committee (RCC) of DGSR shall use the following criterion to determine the eligibility to participate in a conference and present the research paper:

- The conference is organized, sponsored, or supported by well-known professional organization or association.
- The conference has good reputation in the specialized discipline, and it is listed in the database prepared by the College Research Committee (CRC) and approved by the College Dean.
- The papers published in the conference proceedings will be indexed by reputed sources, as determined by the Research Conferences Committee (RCC) of DGSR.

- Preference will be given to applicants who have not benefited from an earlier University authorization to participate in a conference in the same academic year.

Chapter 3: Financial Allocation

Article 15

The funding approved for presentation of a research paper shall cover the following:

- A return airfare ticket from the UAE to the conference host country. The ticket shall be of the same class as the faculty member's contractual airfare allocation.
- Conference registration fee.
- Visa fee, if paid by the participant.
- Daily expenses for the duration of the conference. Funding covers up to three conference days in addition to two travel days (departure and arrival).
- Participants receive 50% per diem if the organizing host provides accommodation.

Chapter 4: Participation Decisions and Grievances

Article 16

- Decisions relating to conference participation shall be made by the VCAA upon the recommendation of the Dean of Graduate Studies and Research (GSR). The recommendation of the Dean of GSR shall be based on the recommendation of the RCC.
- The RCC recommendation shall depend on the available fund allocated for conference delegation in the college.
- The Dean of Graduate Studies and Research shall always submit his recommendation to the VCAA regardless of whether the decision is for approval or rejection.
- Any grievance regarding the decision of the Deanship of Graduate Studies and Research shall be submitted by the concerned faculty directly to the VCAA.
- The VCAA may form an ad-hoc committee to review the grievance or directly decide. The decision made by the VCAA shall be final.

Chapter 5: Duties of Funded Faculty Member

Article 17

- A faculty member funded to attend a conference represents the University and is therefore responsible for communicating a positive image of the University by making an impressive presentation based on high-quality research, and commitment to UAE as well respect to the ethical values of the host country.
- A faculty member funded to attend a conference shall, upon his/her return, submit the following to the College Dean:
  - Report on participation
  - Copy of the passport with entry and departure stamps or copy of boarding passes.
  - Copy of the conference paper
  - Registration receipts (if any)
  - Visa fee receipt (if paid by the applicant)
  - The College Dean shall submit the above documents to the Dean of Graduate Studies and Research for reimbursement of requested funds.

Chapter 6: Self-Funded Participation

Article 18

- A faculty member may apply for participation in a conference at his/her own expense.
- For self-funded conferences, the approval of the HOD, College Dean, and the Dean of Graduate Studies and Research is required.
- The self-funded faculty member shall be granted paid leave for up to a maximum of three days, in addition to two days for travel.
- The participant shall be entitled to all non-financial benefits provided for in this policy, and shall commit to all the obligations stipulated in this policy.
- The Dean may allow reimbursement of conference registration fee for a self-funded participant.

Chapter 7: Participation in Thesis Jury

Article 19

- A faculty member may, with the consent of the HOD and Dean, participate in a thesis jury to assess master's or Doctoral theses, either within or outside the UAE. The Dean of Graduate Studies and Research shall be notified thereof.
- The faculty member participating in a thesis jury shall be entitled to one day of paid leave when the thesis defense takes place in the UAE, and to three days of paid leave when the thesis defense takes place outside the UAE.
- The participant shall be entitled to all the benefits provided for in this Policy, except for the financial allocations set forth in 5.3.

Chapter 8: Domestic Conferences

Article 20

The College Dean, upon the recommendation of the HOD, may permit faculty members to attend conferences held in the UAE. In such cases, the College shall bear the conference registration expenses. Also, if the faculty member is presenting a paper at domestic conference, he/she is entitled to hotel accommodation of up to two nights provided the conference venue is located at a distance further than 100 kilometers from the University.

Chapter 9: Role of the Office of Public Relations

Article 21

The Office of Public Relations at USTF shall make the necessary arrangements to facilitate attendance of approved participants at the conference. To that end, the Office of Public Relations shall:

- Assist the participant in obtaining an entry visa (if required).
- Make booking arrangements and issue air tickets.

Chapter 10: Decision Authority

Article 22

The VCAA shall decide on all cases not provided for in this policy.

Appendix

- Application Form for Attending a Research Conference
- Per Diem Claim and Fees Reimbursement Form
- Research Conference Participation Report

Application Form for Attending a Research Conference

Please read the pertinent regulations in Policy on Research Conferences before submitting the application for attending a research conference.

Personal Details

Name	
Academic Rank	
USTF ID #	
Email address	
Mobile number	
College	

Conference details

Name of conference to attend	
Place of conference (city, country)	
Conference duration dates	
Conference website	
Title of accepted paper	

Financial details

Estimate of return air tickets	
Registration Fees (if any)	
Visa fees (if any)	
Estimated Per diem	
Total	

Previous Conference Participation Funded by USTF

Last conference attended (funded by USTF)	
Title of paper presented in last conference	
Attendance dates of last funded conference	

Note: Please attach a copy of accepted paper and the letter/email of acceptance.
I hereby confirm that the above details are correct to the best of my knowledge.
Signature of Applicant: ..... Date: .....

Per Diem Claim and Fees Reimbursement Form

College:	
VCAA's decision number and date:	
Conference name	
Title of presented paper	
Name of Proceedings where the paper is published	
Registration Fee	
Visa Fee (if paid by the presenter)	

Was the airline ticket provided by: **The University** **The Organizer** **Others** **Specify ……**
Was the hotel booked by the USTF Office of Public Relations: Yes No
Were accommodation and allowance provided by: **The University** **The Organizer** **Others** **Specify ……**

Signature: …… Date: …….

Please attach the following:

- A copy of the VCAA's decision letter
- A copy of the passport with exit and entrance stamps or boarding passes
- Receipts of conference registration/ visa/ others (if any)
- Conference participation report and a copy of the presented paper

Research Conference Participation Report

Please attach a copy of the paper as it appeared in the Conference Proceedings.

Name of Participant	
Conference	
Conference Dates	
Country	
Conference Organizer	

Title of Presented Paper	
Presentation Mode (Oral, Poster)	
Date of Departure from UAE	
Date of Arrival in UAE	
Abstract of Research Paper	

Signature: …… Date: …….

Related Policies

- Research Strategy
- Research Ethics Policy
- Student Involvement in Research Policy
- Commercialization of Research Output Policy
- Research Strategy
- Research Publication Compensation Policy

Document History

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5 | Faculty and Professional Staff Policies

Faculty Supervision and Organisational Issues Affecting Faculty

Policy Name	Faculty Supervision and Organizational Issues Affecting Faculty		
Policy Owner	Office of Human Resources	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Policy Statement

This policy is designed to promote a consistent approach to faculty supervision by setting out the responsibilities of faculty members, the issues to be covered, and the appropriate recording process.

Policy Purpose

USTF is committed to ensuring that every member of faculty receive effective supervision on a regular basis. The purpose of this policy is to promote a well thought out and consistent approach to full-time and part-time faculty throughout the University to ensure that individual management supervision of faculty care is geared to achieving the university's objectives and in so doing it to enhance the quality of the faculty's performance. All faculty supervision is also the primary forum by which the personal impact on faculty, both full-time and part-time, of their work and performance is addressed.

Definitions

Faculty Supervision is here defined as any communication between two or more faculty members, one of whom is a direct supervisor, where the primary purpose is to enhance faculty staff performance and effectiveness in carrying out the requirements of their responsibilities and the meeting the objectives of the university.

Policy Details

Faculty skills, motivation and relationships with users are the key elements in determining the quality of service. These key elements can be enhanced by supervision:

- Every supervisor throughout the university has responsibility for developing their faculty effectively.
- Every member of faculty must take responsibility for their own performance and learning, ensuring it is integrated into their everyday practice and program delivery throughout the university.
- Every member of faculty has the right to regular, planned supervision.

To be further effective, supervision should be:

- viewed as an opportunity for shared reflection on work in university environment.
- seen as part of a culture that promotes reflective practice/evidence-based practice, self-directed learning and learning from experience.
- an integral part of the working routine.
- Approached in a positive, constructive, honest, open, and forward-looking manner.

Supervision provides an opportunity that enables us to:

- monitor progress of work objectives

- reflect on the effectiveness of recent training and development activities contributing to workplace competence and identify any outstanding needs.
- provide feedback on performance.
- provide support, direction, advice and guidance on individual cases, faculty, both full-time and part-time and management issues.
- develop skills and understanding.
- ensure policy and standards are met consistently in practice and relate to organizational policies.

Policy Details

Every direct supervisor of the faculty members is responsible for ensuring that:

- all faculty members, both full-time and part-time receive regular quality supervision.
- work standards expected are clearly stated and agreed and relate to the relevant university policies.
- appropriate arrangements are made for supervision of all faculty members for whom they have responsibility.
- training and development opportunities for faculty members are identified, facilitated, and evaluated.
- any individual arrangements are consistent with university's policies and procedures and are as per university arrangements.
- the process of supervision is maintained, regularly monitored, and recorded.

Every faculty member of the university is responsible for:

- reflecting and learning from their work experience and training and development opportunities provided by the University.
- providing evidence of the work done, including the quality of work in relation to standards expected by the University.
- preparing for and taking part in supervision under the arrangements agreed
- taking any action agreed in supervision, to improve performance and enhance their effectiveness.

List of topics to be included in planned supervision:

The priority given to each faculty member may vary as per their role and responsibilities in university. However, the following topics should be covered. These are:

- Review of work done evaluation of performance and achievements in relation annual workplans and university's priorities.
- Need for any personal support to faculty member where work can be difficult and stressful.
- Review of records, which may include checking a sample of current records, to ensure they are up-to-date, complete, accurate and clear, and that they comply with relevant policy and procedures of the University.
- Review of any effects of gender, race, culture, or disability on dealings with colleagues and supervisor.
- Awareness and understanding of relevant policies, procedures, and standards.

- Adequacy of relevant policies, standards, systems, and procedures.
- Review of individual professional development.
- Review and evaluation of learning and development activities undertaken.
- Feedback on supervisor's performance.
- Suggestions for improving performance.
- Any other topics either party wishes to discuss.
- Agreement of clear, realistic, measurable objectives and activities for work and personal development during the period to the next planned supervision.

Records Monitoring and Review

- Records on planned supervision sessions should be kept by those involved.
- These records should be signed and agreed by the supervisor and faculty members.
- Records should outline the issues discussed, decisions reached, and action agreed.
- Supervision records are the property of the university and should be available for senior management examination when requested.
- Appropriate confidentiality of records must be maintained.
- Supervision will be monitored and audited by senior management.
- Faculty members new to the university will be made aware of the policies and procedures at the time of induction.
- All supervisors will receive a copy of the policy and receive regular supervision on its implementation.

Objective Setting

- At the beginning of the academic year, each USTF's faculty member is required to set his annual objectives, in coordination with his college dean, in the following areas:
  - Teaching
  - Research; and
  - Service to the University, his profession, and the community.
- The level of achievements in these three domains furnish the basis of each faculty evaluation by his college dean at the end of the academic year.

Procedure

- Every member of university faculty will have an individual supervision contract with their direct supervisor, subject to at the minimum an annual review. This will detail the frequency and duration of the supervision, the responsibility for practical arrangements and per the strategic plan of the university.
- Every direct supervisor will agree the planned frequency of supervision with each faculty member she directly supervises. This will be recorded in the written programme of supervision and reviewed annually.
- Dates and times will be arranged in advance. The arrangement will be honored unless changed by mutual agreement and a new arrangement made for the earliest possible time/date.
- The frequency and duration of supervision sessions will be dependent on the nature of the faculty member's role and responsibilities within the university.

- New faculty members should be offered longer or more frequent meetings as per their role and responsibilities to carry out their day-to-day delivery of learning and education to make sure that university objectives are achieved.
- Additional unplanned supervision will also be available to all faculty members, if required.
- Setting the agenda and preparing for supervision are shared responsibilities. A record will be made of the dates and times of scheduled sessions, and of each session, particularly noting agreed actions, endorsed by both parties.

Related Policies

- Staff Handbook
- University Strategic Plan

Document History

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V 1.0	24/02/2022	Approval as a New Policy	Office of Human Resources	VCAA	BOT
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Staff Roles and Responsibilities in Governance and Committees Policy

Policy Name	Staff Roles and Responsibilities in Governance and Committees Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

The task of university governance must be apportioned and delegated among the board of trustees, administration, faculty, staff, and students. The interdependence of USTF's members of the university community and their delegated responsibilities establishes the basis for effective shared governance. USTF's staff members have the responsibility to collaborate with others who may be formulating recommendations of university-wide concern. This policy seeks to articulate the staff role in administrative governance while fully recognizing the appropriate shared governance responsibilities which reside in other constituents and officers of the University.

Policy Purpose

- Defines the roles and responsibilities of USTF's staff in governance and committees and ensures their productive participation.
- Defines the role and responsibilities of the staff in the governance and committees both ad-hoc and standing.
- Defines the organizational and reporting relationships for staff.
- Explains desired standards of professional conduct and ethics that must be followed by the staff.

Definitions

Staff offer high-level administrative support such as assisting with accreditation activities, faculty retreats, and new program development activities. They also provide comprehensive clerical support to different university programs.

Policy Details

The following are some of the duties and responsibilities that are expected of staff in governance and committees:

- Develop and implement governance/ committee administrative procedures.
- Manage calendars and schedules.
- Organize meetings and seminars and handle material acquisition duties.
- Ensure that university executives (governance body and a committee) are appropriately prepared for meetings and conferences.
- Provide needed administrative support to student services.
- Plan the various logistics of university events such as budgets, speakers, promotions, and communications.
- Provide administrative support to Office of Human Resources by assisting with interviews and providing needed information.

- Provide administrative support to the Office of Finance by preparing forecasts and reconciling budgets.
- Write and coordinate grant applications.
- Draft correspondence and prepare presentations.
- Take and record minutes of meetings.
- Prepare notices, memos, and university agendas.
- Research information and record research summaries for university staff.
- Assist in implementing university policies and procedures initiated by governance and university committees.
- Coordinate university affairs and events.
- Plan and arrange conferences and communicate arrangements to appropriate individuals.
- Follow up and track workflow and provide needed support to various projects.

Procedure

- The staff member is expected to report to the program coordinator, college dean, office managers, and chairperson of the relevant standing committee.
- At the beginning of each academic year, each employee at USTF prepares an employee's objective, following a certain format according to his position, in cooperation with his/her line managers.
- Those objective stems from the University strategic goals and closely linked to the office or the unit, he/she belongs to, annual operational plan.
- The level of achievement of each employee objectives represent the base on which he/she will be evaluated at the end of the academic year.
- Based on the annual evaluation, some employee in coordination with their line managers, may need to submit an employee improvement action plan.
- The employee's annual appraisal is referred to on application for promotion, as illustrated in USTF's Staff Handbook.

Related Documents and Policies

- USTF's Staff Handbook (Jobs description and jobs specification)
- University strategic plan

Document History

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Nepotism Including Employee Relationships Policy			
Policy Name	**Nepotism Including Employee Relationships Policy**		
Policy Owner	Office of Human Resources	**Reviewed**	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	**Approval Date**	

Policy Statement

To maintain a professional work environment at University of Science and Technology of Fujairah (USTF), it is fundamental that familial relationships between Community members should not, under any situation, result in a conflict of interest, bias or undue influence that may negatively affect the work interests.

Policy Purpose

This policy sets forth clear definitions of nepotism and guidelines to avoid its existence among faculty and staff members. It also clarifies the procedures that shall be taken whenever an instance of nepotism arises, as well as the reporting responsibility, and defines the consequences and disciplinary actions to be taken when there is an indication of existence of such acts.

Definitions

Nepotism is defined as the supervision or influence of an employee over another employee with whom s/he has a familial relationship.

Policy Details

Previous Related Versions

This policy supersedes any other old related policies, procedures, manuals, handbooks, and bylaws. The Office of Human Resources is responsible to deal with any issues that may arise and are not covered in this policy, and raise recommendations to the relevant authority level.

Familial Relationships

When evaluating whether a relationship falls within this policy or not, all employees are urged to disclose the facts if there is any doubt rather than failing to disclose in cases where a familial relationship exists or existed in the past. A familial relationship involves a marital or other committed relationship or significant familial relationship; including -but not limited to- relationships by blood, adoption, marriage, parent, grandparent, child, sibling, cousin, uncle, aunt, nephew, niece, spouse, brother or sister in law, father or mother in law, son or daughter in law, step parent or step child, or other family member.

Procedure

Control Measures

Control measures are defined as the set of policies, procedures, rules, disclosures and practices adopted by the University to avoid the existence of, or mitigate the effect of nepotism. Such control measures must be regularly reviewed, monitored, and approved by the relevant authority levels.

Authority Levels

- The Office of Human Resources shall review the case and combine all relevant information and report it to the Vice Chancellor for Academic Affairs (VCAA) if faculty members are

involved, or to the Vice Chancellor for Aadministrative and Financial affairs (VCAFA) if staff members are involved, or to both if faculty and staff members are involved.

- The VCAA or VCAFA shall review the case and recommend to the Chancellor on investigation or further action to be taken.

Nepotism Avoidance Measures

- Employment of staff members who have familial relationships with existing USTF staff members is not allowed.
- No existing employee should be transferred to a position that has a direct supervisory relationship with another employee with whom a familial relationship currently exists or existed in the past.
- Faculty members who have familial relationships may work within the same college, provided that no supervisory relationship exists, and after satisfying the disclosure requirements.
- Members of the Senior Management may not recommend for employment persons with whom they have familial relationships.
- Exceptions from these rules can be granted in certain situations and subject to the following:
  - Clear justification of its necessity to satisfy the work interests.
  - A written disclosure of the nature of the familial relationship.
  - A written approval from the Chancellor.

Existing Familial Relationships

- Familial relationships that already exist before the effective date of this policy must be reported to the Office of Human Resources by each employee being part of such relationship.
- If such a situation exists, for any reason, an immediate internal control measure shall be taken to avoid the direct supervisory relationship between related employees or to avoid having them working within the same office or college in case of staff members.
- Relevant corrective measures can be recommended at any time by the Office of Human Resources and get approved by the relevant authority level to avoid such situation, which may include the transfer of any concerned employee to another college or office.
- No existing work relationship will be allowed to be maintained between familial related employees, regardless of the positions involved, if it creates a disruption or potential disruption in the work environment, a conflict of interest or is prohibited by any legal or regulatory mandate.

Recruitment Process

- An employee who has or has had any kind of familial relationship with an applicant to any vacant position should not take part in any aspect of the recruitment process; whether related to shortlisting, evaluation, interviews, or selection processes.
- In these circumstances, a person must decline an invitation or nomination to serve on the search committee, participate in shortlisting processes, evaluation of candidates or to be part of the interviewing panel.

- An internal candidate for a vacant position should disclose any existing or previous familial relationship with any existing employee at the college or office in which this position is to be filled.
- An external applicant for any vacant position should disclose any existing or previous familial relationship with any existing employee at the University, whether or not there is a direct supervisory relationship with the position s/he's being recruited for.

Disclosure Responsibility

- Deans of colleges, Directors and Managers of offices are fully responsible to report any incident of nepotism to the Office of Human Resources.
- Existing employees who have current or previous familial relationships are required to disclose such relationship to the Office of Human Resources, whether they are working within the same office/ college or having a direct supervisory relationship or not.
- Existing employees are responsible to disclose any change in relationship that may create a familial relationship with other existing employees (i.e. Marriage). This must be reported to the Office of Human Resources in writing.
- Applicants for vacant positions are fully responsible to disclose any familial relationship when applying for any position.

Non-Compliance Penalties

- All faculty and staff members must ensure full compliance to all terms of this policy.
- Failure to disclose familial relationships by any faculty or staff member will be subject to an investigation with any employee being part of such a relationship.
- Based on feedback from the direct Dean, Manager, Director, colleagues or from general observation, the Chancellor has the right to forward any of such cases to the relevant disciplinary committee (i.e. faculty or staff) to conduct a full investigation.
- According to the findings and recommendations of the disciplinary committee, penalties can be taken against any faculty or staff member.

Related Policies

- USTF Faculty Handbook 2022-2023
- USTF Staff Handbook 2022-2023
- USTF Policies and Procedure Manual 2022-2023

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Faculty Role and Responsibility in Curriculum Development and Review Policy

Policy Name	Faculty roles and responsibility in curriculum development and review Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

The mandate of this policy is to ensure that all USTF University curricula advance the academic project by considering the multiple purposes of higher education as well as achieving its desired goal and vision. When chasing for these aims, curricula at all levels need to be able to shape critical, capable, knowledgeable, skilled graduates who can contribute to the social and economic advancement of the region in UAE and beyond.

Policy Purpose

This policy aims to contribute to the assurance and enrichment of the quality of curricula at University of Science and Technology of Fujairah (USTF). This includes warranting that curricula are responsive to the needs of students, the job market, and the socio-cultural context within which they function. Without compromising academic autonomy, curricula need to be accountable to the students, government, parents, industry, and the wider UAE society. Another reason for the application of this policy is to make sure that there are plans in place for regular curriculum review so that curricula are responsive to changing disciplinary, educational, and social circumstances. Furthermore, the growth, analysis, and development of curricula should consider the Ministry of Education (MoE) policies and frameworks.

Definitions

The term 'curriculum' refers to the foremost elements of teaching and learning. It includes:

- Disciplinary knowledge, i.e., the list of subjects, topics, and the texts included in a course of study.
- Disciplinary ways of knowing, skills, and practices
- Teaching methodologies
- Assessment practices.

All curricula are informed by the nature of the discipline/field, the philosophical beliefs of the teacher, who the students are, and the expansive context in which the curriculum is endorsed. The curriculum is both the planned process, the actual enactment of the teaching, and the students 'experiences' of the learning process.

Policy Details

The successful application of the curriculum is up to the responsibility of USTF faculty members. They are therefore required to:

- Participate in faculty development activities to increase knowledge and skills in curriculum development and evaluation.

- Analyze the role and responsibilities of faculty in curriculum development and evaluation including:
  - Assessment of the relationship of course content and learning activities to the mission, philosophy, framework, goals, and student learning outcomes of the curriculum
  - Implementation of the curriculum
  - Identification of needs for curricular revision or new programs
  - Participation in program evaluation and accreditation activities
- Participate in or generate research relating to curriculum development and evaluation in nursing education.

As the curriculum is implemented, faculty members are encouraged to observe how effective the learning activities, teaching methods, student learning outcomes, and the relationship of courses to the curriculum, are when put into practice. When gaps or problems are identified, it is the instructors' responsibility to report the observations to the course leader, or level coordinator. Together, faculty should examine the situation and, with input from students and other stakeholders, bring the matter to the Curricula and Study Plans Committee for their consideration. Suggestions for remediation of the problem should accompany the report to facilitate the expedient processing of the need for curricular revision if indicated.

Procedure

- Design of curricula at all levels that are responsive to the discipline/field, to the students' learning needs. Curricula should be relevant and up to date.
- Develop learning outcomes, which include knowledge and understanding of a discipline/ field as well as cognitive, general, and professional practices and skills for each course or program.
- Consult with key stakeholders in the curriculum design and review process. Stakeholders should include current and past students, academics, and professional bodies and, where appropriate, employers in both the private and public sectors.
- Reviewing processes should be part of a curriculum plan to accommodate new ideas and knowledge in disciplines/fields. Such changes should also be informed by the legitimate learning needs of cohorts of students and consider the affordances of digital technologies for enhancing learning and teaching.
- Diversity of the student body and academics calls for curricula that are sensitive to the different backgrounds and outlooks of those engaged in the teaching and learning processes.

Role	Responsibility
Role 1 Academics	Design curricula for modules/courses in accordance with the principles of USTF, its strategic plan, and MoE. Regular evaluation and review of curricula (using feedback data).

Role 2 Program coordinators	Coordinate curriculum design and review processes. Work in association with teams of academics to design and review modules, courses, and programs.
Role 3 Deans	Offer high-level leadership and facilitate negotiations on issues affecting curriculum decisions and processes in their faculty. Establish quality assurance processes at the program level in their faculty to ensure that the policy principles and directives are met.
Role 4 Curricula and Study Plans Committee	Offer a range of academic staff development courses and programs with a focus on curriculum design and review processes. Offer consultations with individual academics or departments on curriculum issues. Collaborate with academics and/or departments on curriculum research projects.

Related Policies

- Curriculum Approval and Revision Policy
- Faculty and Professional Staff Role Policy
- Faculty Workload Policy
- Professional Requirements for Teaching Policy
- Distance Learning Faculty Qualification Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	Office Of Human Resources	VCAFA	BOT
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Faculty and Professional Staff Role Policy

Policy Name	Faculty and Professional Staff Role Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

USTF faculty members and professional staff are expected to dedicate themselves to their academic and administrative duties, which include teaching, student advising, conducting research, and service to the University and the community. Faculty and professional staff at USTF have the right to be treated with respect, courtesy and consideration by the University and other faculty and professional staff. It is the responsibility of faculty and professional staff of USTF to comply with applicable laws and regulations, throughout the terms of their employment contract with the University. USTF has the right to ensure that all faculty and professional staff comply with the applicable policies and procedures and to take actions, as deemed necessary, to protect its legal rights of other faculty and professional staff at the University. USTF's established policies and procedures relating to legal issues of faculty and professional staff, such as misconduct, appeals, grievances, are dealt with in fair, timely, and confidential manner.

Policy Purpose

- Defines the role and responsibilities of the faculty in academic affairs of the University and ensures their academic freedom.
  - Defines the role and responsibilities of the professional staff in the University.
  - Defines the role of faculty in governance.
- Defines the organizational and reporting relationships for faculty and professional staff.
- Explains desired standards of professional conduct and ethics that must be followed by the faculty and professional staff.

Policy Details

1. Faculty Role and Responsibilities

a. Faculty Role

Faculty members are responsible for developing, evaluating, and periodically updating all educational programs offered by the University, conduct scientific research and provide services to the University and the community. In every College, committees comprising of faculty members analyze the feedback received from various sources and accordingly revise and update the courses and curriculum. The same applies to the development of laboratories, training programs, and other related aspects of an academic program. For every program, a faculty member is assigned as the Program Coordinator who has the overall responsibility of program coordination, curriculum development, assessment and updating.

b. Faculty Responsibilities

The primary responsibility of faculty members is to teach, conduct research, acquire skills through ongoing training, and take part in service which includes a) department, college and university service, b) academic and professional activities outside USTF, and c) contribution to students' co- curricular activities. Other responsibilities, as stipulated in the contract, relate to professional development, institutional confidentiality, professional ethics, as well as responsibilities towards the development of their Department, College, and the University.

2. Teaching

Faculty members are required to:

- Teach USTF students in classes and in laboratories (as applicable).
- Establish course policies and requirements.
- Establish clear grading standards, to fairly evaluate students based on their academic performance.
- Advise students on an ongoing basis outside regularly scheduled classes.
- Supervise graduation (capstone) projects.
- Supervise students' research projects, such as term papers and practical works, within the rules and regulations of the Department, College, and University.
- Maintain professional demeanor within and outside the classroom.
- Adhere to the University administrative policies and procedures on issues related to exams, incompletes, withdrawals, drop-adds, and so on.

3. Research

University of Science and Technology of Fujairah (USTF) considers research an essential activity in the production and dissemination of knowledge. USTF faculty members are encouraged to devote a reasonable amount of time and effort to scholarly research to maintain academic competence and development of students' education.

The following is a description of what constitutes "academic research":

- Studies and works that can be published in books, journals and/or other means.
- Individual or group research to be published and/or presented in academic conferences or seminars.
- Research aiming at developing teaching skills and techniques.

USTF shall support and facilitate cooperative joint research conducted in cooperation with public and private institutions. It shall also provide grants for research projects on university-wide competitive basis in accordance with its policies for internal funding. Furthermore, the University shall coordinate and assist faculty members to obtain research grants from external sources. For externally funded research projects, USTF will provide support to the Principal Investigator in utilization of approved funds in accordance with specified procedures. The Principal Investigator will be responsible for managing the research funds, submitting the progress and final reports, and closing the account at the completion of the research project.

Research Expectations from Faculty

- Each faculty member at USTF is expected to publish at least two peer reviewed research

papers in reputable journal each academic year;

- USTF periodically evaluates the research output of its faculty;
- USTF has recently benchmarked the research output of the faculty using Scopus-indexed publications of over the last four years and has set targets for the research output in the coming years;
- USTF has set a target of an annual increase in its Scopus-indexed publications over the next five years as compared to academic year 2017-2018.
- USTF has also set targets for total number of publications in reputable journals and proceedings of international conferences.
- The expected research output will be evaluated and compared with the benchmark on an annual basis to assess the degree to which institutional goals for research have been met.

4. Service

Service includes:

a. Service to the University:

This service includes administrative positions held, membership of committees at the department, college, and university levels; recruiting of faculty and students, providing professional development workshops and training to faculty and staff; organizing conferences, serving in partner organizations boards, participating in fund raising campaigns, establishment of external connections and partnership etc.

b. Service to Students:

Advising students, involvement in student clubs, mentoring and helping senior students in job placement and applications to graduate studies, providing research experience and other assistance for undergraduates, contributions to Ph.D. and Masters' theses.

c. Service to Community:

Presentation to community groups, writing articles for newspapers, media interviews, professional activities undertaken as a practitioner or a consultant, volunteering in community activities, serving in community boards and Non-Government Organizations (NGOs).

Services may include organizing short courses, national/international conferences, seminars, and workshops, authoring articles for the public and translations from and into Arabic, etc. Contributions might also include identifying industry needs and elaborating coherent training programs in their areas of expertise, as well as establishing a link for technical cooperation between USTF and other institutions in specific areas of expertise.

Faculty members are expected to perform all the duties assigned to them. Any departure from a normal work schedule should receive prior approval from the Dean.

d. Other Responsibilities

Faculty members are expected to perform all the duties assigned to them to the best of their abilities. These duties may also be related to management and administration in

the Department or College, working in different committees, and providing support to various student activities.

5. Role and Responsibilities of Professional Staff

- The role of professional staff is to fully support faculty members to achieve the goals and objectives of every course that requires practical work or tutorials.
- They are responsible to develop the laboratories, workshops, studios, etc. under the guidance of the faculty and to maintain these in good order.
- They shall contribute to developing the practical skills of students in laboratories, workshops, clinics, and studios (as applicable).

Related Documents and Policies

- USTF Faculty Handbook 2022-2023
- USTF Staff Handbook 2022-2023
- USTF Policies and Procedure Manual 2022-2023

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	Office Of Human Resources	VCAA, VCAFA	BOT
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Employment Policy

Policy Name	Employment Policy		
Policy Owner	Office of Human Resources	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Policy Statement

USTF employment policies are designed to ensure that qualified and competent faculty members with the required qualifications and experience are hired for all vacant or newly created positions. Faculty members are assigned academic ranks in accordance with their qualifications, experience, and scholarly work. Their terms of contract are defined, and appropriate procedures are followed for their periodic evaluation and professional development. Proportion of part-time faculty members is restricted, and they are required to have the same qualifications and scholarly preparation as full-time faculty members.

Policy Purpose

- To ensure that only qualified and competent faculty members with the required qualifications and experience are hired by the University.
  - Define the academic ranks of faculty members and establish procedures for their periodic evaluation.
  - Restrict the proportion of part-time faculty members and ensure that part-time faculty members have the same qualifications as full-time faculty members.
- Establish procedures for professional development of faculty members and define their intellectual property rights.
- Specify terms of contract including its renewal and termination.

Policy Details

- USTF does not discriminate based on sex, race, religion, color, age, national origin, or marital status.
  - USTF prefers to employ faculty members from a variety of educational and cultural backgrounds who have obtained their terminal degrees from internationally recognized and broadly respected institutions and have contributed to, or demonstrated their potential for quality teaching, research and service to educational institutions and the community.
  - The three main criteria used in the selection of new faculty members are as follows:
    - Teaching
    - Research
    - Outreach/ community engagement/ consultancy
  - Faculty members in colleges where the medium of instruction is English must be competent in spoken and written English.
  - Faculty members in colleges where the medium of instruction is Arabic are expected to have reasonable experience in spoken and written English.
  - They must also be familiar with the credit hour system of higher education and able

to work with students from a variety of backgrounds.

- All faculty members must be competent in the use of computers for teaching and research purposes. They must also be familiar with academic advising and be able to contribute to the development of courses and curricula.
- USTF employs faculty members in the following academic ranks, as explained in detail in the Faculty Handbook:
  - Professor
  - Associate Professor
  - Assistant Professor
  - Lecturer
- Part-time faculty may be employed in accordance with the ratio of part-time to total faculty (maximum 25%) and the teaching load regulations specified by the Ministry of Education (up to 6 credit hours per part-time faculty member).
- Faculty members who do not hold the terminal degree shall be appointed only as lecturers or instructors and not at professorial ranks.
- The employment contract is for a period of two years and is renewable as per university regulations (see Faculty Handbook for a copy of the contract).

- The contract specifies conditions (academic or moral violations and misconduct) that may result in the termination of the faculty member's contract. These conditions are explained in detail in the Faculty Handbook. The faculty member will be given the opportunity to present his/her case before a final decision is taken about the termination of the contract.
  - The faculty member is bound to abide by the published policies, rules, and procedures stipulated by the University. He/she shall honestly, diligently, and to the best of his/her abilities carry out assigned duties under the contract. These duties include attending scheduled teaching sessions and meetings (classroom and/or laboratory), academic advising, conducting examinations, carrying out research, offering expertise, and contributing in students training.
  - The faculty member shall not accept any other professional appointment outside USTF without prior approval from the University.
  - The faculty member shall abide by the confidentiality regulations of the University and strive for professional development on a regular basis.
  - The faculty member is entitled to the remuneration package mentioned in his/her contract along with specified annual increments. The package includes Basic Salary, Experience Allowance, University Allowance, Transportation Allowance, Furniture Allowance, Housing Allowance, Tuition Fee Allowance, Rare Specialization Allowance (as applicable), and Annual Tickets for travel by air. The University also provides health insurance for all faculty members. In addition, the faculty member is entitled to End of Service Gratuity (one-month basic salary for every year of service at the University).
  - The faculty member is entitled to annual leave, sick leave, and maternity leave as per university regulations specified in the contract.

- The evaluation policy and procedures adopted by USTF ensure thorough appraisal of each faculty member at the selection stage, for renewal of contract, and for promotion in the academic rank. The detailed procedure and criteria used for evaluation of faculty members are explained in the Faculty Handbook.
- USTF recognizes that its faculty members are its most valuable resource and that their competence, commitment, and capacity to change are fundamental to the successful achievement of its mission. Accordingly, USTF provides opportunities for individual faculty to:
  - Improve teaching effectiveness.
  - Enhance current academic and technical knowledge and skills.
  - Develop computer and technological proficiency skills.
  - Pursue research and creative projects.
  - Exchange information and ideas.
  - Develop innovative and effective instructional and administrative techniques.
  - Attend academic conferences, professional meetings and engage in research activities both inside and outside the UAE.

- New faculty members will receive a proper orientation about the University policies, philosophy, and work ethics as well as their rights and responsibilities.

Employment Procedure

- The Dean of a College determines the needs for new faculty members. For a newly created position, the approval of the Vice-Chancellor for Academic Affairs is required, while for an existing position left vacant by a faculty member, the termination report and/or approved resignation letter is needed to initiate the recruitment process.
- For every vacant position, the Dean of the concerned College, in consultation with the head of the academic department or unit, shall provide written information concerning the needed specialization, minimum qualifications, and required experience. The Dean presents the needs analysis to the Vice Chancellor for Academic Affairs for approval. After getting the official approval for a vacant position, it is the responsibility of the Human Resources (HR) Department at USTF to complete the recruitment process. The recruitment steps are described in the following:
  - The Office of Human Resources prepares the description for the vacant position based on the information received from the Dean of the concerned College and posts it on the University website. The Office of Human Resources also gets it advertised in other selected publications.
  - The Office of Human Resources receives and acknowledges the receipt of résumés/applications and retains them for a minimum period of six months. The same applies to all communication and correspondence between the applicant and the University during the selection process. Résumés/applications of qualified applicants are then forwarded to the concerned Dean.
  - The Dean, in consultation with the head of the concerned department or unit, forms a search committee comprised of qualified faculty members to conduct the search,

review applications, and make recommendations to the Dean. The search committee evaluates all applicants in accordance with the general selection criteria adopted by USTF and the specific requirements of the vacant position. The search committee then submits the names of at least three short-listed applicants along with the basis and rationale for their selection. The Dean forwards the list of recommended applicants to the Office of Human Resources.

- The Dean must conduct personal interviews with each of the short-listed applicants residing in the U.A.E. Short-listed applicants from outside the U.A.E. are interviewed by the Dean via Skype or videoconference, as appropriate. All interviewed applicants are informed of the outcome soon after the results are finalized. The Dean forwards the name of the selected applicant, along with the merit list of the remaining short-listed applicants, to the Office of Human Resources for necessary action.
- The Office of Human Resources validates the authenticity of all degrees and letters of references provided by the selected applicant. It then prepares a letter of appointment and gets it approved from the concerned authority. The Office of Human Resources is responsible for dispatching the official letter of appointment along with other documents providing information about general policies of the University, resident visa and medical requirements, academic ranks and their salary ranges, other financial benefits, length, and type of contract.

Related Documents and Policies

- USTF Faculty Handbook 2022-2023
- USTF Staff Handbook 2022-2023
- USTF Policies and Procedure Manual 2022-2023

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	Office of Human Resources	VCAA	BOT
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Compensation and Benefits Policy

Policy Name	Compensation and Benefits Policy		
Policy Owner	Office of Human Resources	**Reviewed**	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	**Approval Date**	

Policy Statement

The faculty member is entitled to the remuneration package mentioned in his/her contract along with specified annual increments. The package includes Basic Salary, Cost of Living Allowance, Furniture Allowance, Housing Allowance, Education Allowance, Research Allowance and Annual Tickets for travel by air. The University also provides health insurance for all faculty members. In addition, the faculty member is entitled to an End of Service Gratuity (one-month basic salary for every year of service at the University).

Policy Purpose

The policy main purpose is to provide attractive, effective and market relevant remuneration and benefits rates to professional faculty positions, in order to attract and retain highly qualified and experienced faculty members for all University Colleges. In addition, this policy intends on making Faculty members aware of their rights regarding salary and benefits provided by the University.

a. USTF Faculty Salary Structure and Benefits

Item		Academic Rank			
		Lecturer	Assistant Professor	Associate Professor	Professor
1	Salary Range	11,500 - 16,000	16,000 - 20,500	18,000 - 23,000	20,000 - 25,500
2	Housing Allowance (Annually)	33,280 - 41,600	41,600 - 52,000	41,600 - 52,000	41,600 - 52,000
3	Furniture Allowance (4 years)	12,000	18,000	18,000	18,000
4	Education Allowance (maximum 3 children)	Max. 20,000	Max. 40,000		
		Overall			
5	Ticket Allowance (for Expatriates)	Faculty member + 1 Spouse Economy Class, except for Chancellor to business class			
6	Health Insurance	100% coverage for Faculty Members + 50% 4 dependents			
7	Social allowance (Applicable only to UAE nationals)	40,000	80,000	90,000	100,000
8	End of Service Benefit (For Expatriates)	One-month basic salary for each year of service			

- The faculty member is entitled to a monthly remuneration payable at the end of each Gregorian calendar month.
- The monthly remuneration comprises of Basic Salary and Allowances in accordance with the specified scales depending upon the academic rank, experience, and as specified in individual contracts.
- The faculty member shall also be entitled to the following benefits in accordance with the University's policies and bylaws:
    - Housing allowance
    - Furniture allowance

- Health insurance
- Education Allowance
- Airline tickets
- End-of-service gratuity
- Sickness leave
- Annual leave
- Public holidays

- **Housing Allowance:** The faculty member shall be entitled to an annual housing allowance which shall be payable in two equal installments during the academic year. The amount of this allowance depends on whether the faculty member is a Ph.D. holder or master's degree holder, , Also on three categories: Married with Dependent(100%) and Married Only or Dependent Only (90%)and Unmarried(80%)

- **Furniture Allowance:** The Faculty Member shall be entitled to the furniture allowance paid fully in in two equal installments. The eligibility of this amount is depreciated over four continuous years of work for the University; i.e., 25% per year.

- **Medical Benefits:** The faculty member, his/her spouse and three dependent children (male dependent age up to 18 and female dependent age up to 22), shall be entitled to a private medical health insurance scheme; provided by the University in accordance to its medical policy, that might be amended from time to time at the sole discretion of the University. The university will pay all the contributions in respect of the Faculty Member's medical insurance to the insurance provider on his/her behalf. The University shall also contribute 50 % of the cost of annual health insurance for the faculty member's spouse and three of his/her dependent children mentioned above. A visiting Faculty member medical health insurance shall be 100% covered by the University.

- **Annual Education Allowance:** USTF resident faculty member is eligible for education allowance for up to three children, from KG1 to Grade 12, provided the children are UAE resident and are enrolled in UAE schools. The distribution of the allowance amount (depending upon the faculty member's rank) for each child shall not exceed the eligible cap. The education allowance is paid in two equal installments.

- **Air Tickets:** USTF faculty member the faculty member's spouse shall be entitled to one annual round trip economy class air ticket each to the faculty member's home country after completion of each year of service. This allowance shall be paid through cash transfer on the employee's employment anniversary, based on the rate provided by Office of Public Relations. The faculty member is not entitled to claim a pro rata portion of the annual air tickets if the faculty member's employment terminates (for any reason whatsoever) prior to completion of a full year's service.

- **End of Service Benefit:** USTF faculty member is entitled to an end of service gratuity calculated as thirty (30) days Basic Salary for each completed year of service, provided that the end of service gratuity shall not exceed the amount of two years' salary from

basic salary.

- **Vacations.** The faculty member shall (in addition to any statutory public holidays announced for the United Arab Emirates) be entitled to paid holiday in accordance with the provisions relating to holiday leave as set out in the University's academic calendar, and it starts after the end of the first summer term, provided that such holiday leave shall not exceed the specified number of calendar days in each holiday year. The University's holiday year for faculty member is the academic calendar year.
- Subject to compliance with the University's procedures relating to the notification and certification of periods of absence from work, the faculty member shall continue to be paid salary and to receive other benefits provided under his/her contract during any periods of absence from work due to sickness, injury, or other incapacity in accordance with the UAE labor Law.

- **Death provision During Faculty tenure:** In accordance with UAE inheritance law, upon the death of a faculty member, the court provides official papers (which shall be submitted to the Office of Human Resources) naming the deceased beneficiary, who shall receive the faculty member final wages and benefits due.
- This will amount to a total salary on the month of demise, plus three (3) total salaries for the three consequence months, in addition to accrued vacation pay, and any other fund due to the faculty member.
- Based on the beneficiary choice, the salaries can either be paid to the beneficiary or transferred to His/her bank account. However, the End of Service Benefits must be transferred to the deceased faculty member bank account.
- All benefits of the deceased faculty member (except education allowance) shall stop on the day of passing and the End of Service Benefits is calculated until the date of passing. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be repaid back to the University.

- **Death provision During Staff Tenure:** In accordance with UAE inheritance law, upon the death of a staff, the court provides official papers (which shall be submitted to the Office of Human Resources) naming the deceased beneficiary, who shall receive the staff final wages and benefits due.
- This will amount to a total salary on the month of demise, plus three (3) total salaries for the three consequence months, in addition to accrued vacation pay, and any other fund due to the staff.
- Based on the beneficiary choice, the salaries can either be paid to the beneficiary or transferred to his/her bank account. However, the End of Service Benefits must be transferred to the deceased staff bank account. All benefits of the deceased staff (except education allowance) shall stop on the day of passing and the End of Service Benefits is calculated until the date of passing. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be repaid back to the University.

Related Documents and Policies

- USTF Faculty Handbook 2022-2023
- Research Publication Compensation Policy 2022-2023

Document History

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Faculty and Staff Death Policy

Policy Name	Faculty and Staff Death Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

The policy applies to the USTF's administrative response to the death of a faculty or a staff member, who is currently working in the University. The policy does not address the University's response to emergencies or provide emergency management practices.

Policy Propose

The purpose of this policy is to:

- set out administrative responsibilities in the event of the death of a faculty or a staff;
- ensure rapid, effective communication and follow-up to a faculty or a staff death; and
- ensure that the response to a faculty or a staff-death is timely and proportional to the circumstances.

Policy Guidelines

The University is **committed** to responding to the death of a faculty or a staff member of the University community in a compassionate and respectful manner that is appropriate based on the circumstances of the faculty or staff death. The University's response to the death of a faculty or a staff member will be guided by the following:

- **Respect, sensitivity, and compassion:** The University will act and respond in a highly sensitive manner out of respect for the deceased and in accordance with the wishes of the family or relatives. Care will be extended to the family or relatives, the students, faculty, and staff members most closely involved with the deceased prior to his/her death and individuals who may have been with the faculty or the staff when the death occurred.

- **Privacy:** Notifications must be made to a few University Units to enable necessary administrative actions to be undertaken in a timely manner. Faculty and staff shall use discretion in the use, access and disclosure of information related to their colleague and his death. Any information provided will be verified for accuracy and considered carefully before being conveyed to the University community, media, family, or relatives.

- **Clear and timely communication:** The location, time, and circumstances of the death may influence communications and appropriate response processes. To minimize the amount of distress to the family or relatives, efforts will be made to minimize the number of interactions and to obtain administrative closure in a timely and efficient manner.

- **Cooperation:** USTF Units will work together and with external officials to obtain administrative closure in a timely and efficient manner.

- When a university community member becomes aware of the death of a resident faculty or a staff member, they shall immediately notify the University Higher Administration.
- The Vice Chancellor for Academic Affairs and Vice Chancellor for Administrative and Financial Affairs are responsible for coordinating the University's administrative response to the death of the faculty or the staff member.

Death Provision During Faculty Tenure

- In accordance with UAE inheritance law, upon the death of a faculty member, the court provides official papers (which shall be submitted to the Office of Human Resources) naming the deceased beneficiary, who shall receive the faculty member final wages and benefits due.
- This will amount to a total salary for the month of demise, plus three (3) total salaries for the three consequence months, in addition to accrued vacation pay, and any other fund due to the faculty member.
- Based on the beneficiary choice, the salaries can either be paid to the beneficiary or transferred to his/her bank account. However, the End of Service Benefits must be transferred to the deceased faculty member bank account.
- All benefits of the deceased faculty member (except education allowance) shall stop on the day of passing and the End of Service Benefits are calculated until the date of passing. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be repaid back to the University.

Death Provision During Staff Service

- In case of employee's death, their family will be paid the total salary for the month of death and three total salaries for the three consequence months; and according to official papers submitted by the inheritances, they can decide if they want the salaries to be paid to them in cash or transferred to a bank account.
- The End of Service Benefits must be transferred to the bank account of the deceased employee.
- All benefits (except the education allowance) of the deceased employee stop on the day of death and their End of Service Benefits are calculated until the date of death. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be reimbursed back to the university.

Related Policies

- Compensation and Benefits Policy

Document History

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Faculty and Staff Personnel Records Policy

Policy Name	Faculty and Staff Personnel Records Policy		
Policy Owner	Office of Human Resources	**Reviewed**	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	**Approval Date**	

Policy Statement

The Office of Human Resources at USTF is responsible for proper maintenance of employees' records including those for faculty and professional staff. Complete records are maintained for each faculty member and professional staff employed by the University. These include original or officially attested documents of academic preparation, the original signed contract, contractual terms, academic position, a copy of the passport and copies of other documents required by the Ministry of Human Resources and Emiratization in the UAE.

Policy Propose

- To ensure that the employment records of faculty members and professional staff are well maintained.
- To comply with the rules and regulations of the Ministry of Human Resources and Emiratization in the UAE concerning all required documents.

Policy Details

- The Office of Human Resources at USTF is responsible for verifying the authenticity of all degrees and letters of references provided by the faculty and professional staff.
- The Office of Human Resources shall always maintain and update complete records for each faculty member and professional staff employed by the University.
- The Office of Human Resources will ensure that for each faculty member and professional staff, the record include original or officially attested documents of academic preparation, the original signed contract, contractual terms, academic position, a copy of the passport and copies of other documents required by the Ministry of Human Resources and Emiratization in the UAE.
- It is the responsibility of the Office of Human Resources to ensure that the required documents are updated as and when required in accordance with the rules and regulations of the Ministry of Human Resources and Emiratization in the UAE.
- USTF faculty and staff credentials and records are copied, scanned and electronically saved on-campus and off-campus.

Related Documents and Policies

- USTF Faculty Handbook 2022-2023

Document History

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Faculty and Staff Professional Development Policy

Policy Name	Faculty and Staff Professional Development Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

USTF will provide opportunities for faculty and staff to undertake relevant professional development consistent with the mission and supportive of the strategic directions of the University. The development frameworks must support the organizational success and sustainability.

Policy Purpose

The purpose of this policy is to:

- define the responsibilities USTF higher administration and college deans in relation to professional development of the University faculty and staff;
- define the role of the Office of Human Resources in coordinating the provision of professional development opportunities for university faculty and staff;
- define the responsibility of the individual faculty and staff member; and
- describe the opportunities available for faculty staff to pursue their professional development.

Policy Details

1. Faculty Development

a. **Responsibilities**

- **College Dean.** Deans have an important role in identifying the professional learning needs of their faculty. They are expected to support the overall faculty development program by encouraging and facilitating participation in professional learning activities by their faculty and implementing the Performance Review and Planning Program for faculty development within their area of responsibility. Deans and Heads of Departments are responsible for facilitating professional learning for faculty in their areas of responsibility. They also have a responsibility for ensuring that staff undertake any training provided by the University.
- **Faculty member.** The ultimate responsibility for the development of work-related skills and knowledge rests with each faculty member. The effectiveness of any professional learning activity depends on the active participation of the individuals involved. All faculty are expected to support professional learning activities so that the benefits they bring to both the University and individual staff members are maximized.
- **Office of Human Resources.** The Office of Human Resources is responsible for the development, implementation, and evaluation of the University's Professional

Learning Programs for faculty aligned with the University activities in teaching, research, and community engagement.

b. **Opportunities**

University-supported initiatives to develop faculty skills and effectiveness include:

- professional development at USTF includes a range of activities that support mission, goals, and objective of the University Strategic Plan 2018-2023;
- professional learning and training activities Deanship of Graduate Studies and Research at USTF;
- support to attend conferences;
- provision of internal research funds to full-time faculty, who are engaged in individual or group research projects on the University level;
- honor and award distinguished faculty in areas of teaching, research, and community engagement.
- support to attend professional learning programs and seminars offered by external bodies;
- the library orientation program for new faculty members;
- College learning activities, such as conferences, seminars, presentations, and workshops;
- encouragement for staff to join and participate actively in professional associations relevant to their specific discipline; and
- enabling USTF faculty to undertake externally offered professional learning and training, and to attend conferences and other scholarly activities.

2. Staff Development

a. **Responsibilities**

- Directors and Managers. Directors and managers of different USTF Offices and service units are responsible for identification of training needs and development of their individual staff.
- Staff member. The ultimate responsibility for the development of work-related skills and knowledge rests with each staff member. The effectiveness of any professional learning activity depends on the active participation of the individuals involved. All staff members are expected to support professional learning activities so that the benefits they bring to both the University and individual staff members are maximized.
- Office of Human Resources. The Office of Human Resources is responsible for the development, implementation, and evaluation of the University's Professional Learning Programs for staff aligned with the University mission, goals and objectives stated at USTF Strategic Plan 2018-2023.

b. **Opportunities**

University-supported initiatives to develop staff skills and effectiveness include:

- **Coaching.** Professional coaching is a training and development intervention, conducted by a subject matter expert. It aims to improve the performance of an individual or a team so that they can be more successful and more easily accomplish their assigned tasks.
- **Mentoring.** Mentoring is a form of coaching in which an experienced person supports and guides a staff member's development via ongoing guidance, counsel, and example. A mentor is usually someone other than the staff member's line manager who agrees to enter a mentor relationship with the staff member.
- **On-the-Job Training.** On-the-job training is an option that is utilized to assist a staff member learn a new skill, and where attendance at a formal training course is not appropriate or available. Time needs to be planned to ensure that on-the-job training is achieved.
- **Special Work Assignments.** The provision of special work assignments is a practical way for a staff member to develop key skills.
- **Conferences and Seminars.** Attendance at conferences and seminars can provide developmental opportunities. Maintaining up-to-date knowledge of current trends, best practice and networking with external professional colleagues can be achieved through attendance at selected conferences and seminars.
- **Continuous Education.** The University provides support to staff to undertake continuous education through the provision of study support which enables staff to have access to time off work to attend classes or exams.
- **Membership of Professional Associations.** Membership and participation in the activities of professional associations provides another method of maintaining up-to-date knowledge of current trends, best practice, and professional networks. Financial responsibility for such membership rests with the individual staff member.

Related Documents and Policies

- USTF Faculty Handbook 2022-2023
- Faculty and Professional Staff Role Policy
- Faculty Development Policy
- Staff Access to Services Policy
- Professional Requirements for Teaching Policy
- Faculty Sabbatical Leave Policy
- Distance Learning Faculty Qualification Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	Office of Human Resources	VCAA + VCAFA	BOT
V 2.0	04/10/2022	Approval of the Updated Policy	Office of Human Resources	VCAA + VCAFA	BOT
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Faculty Development Policy			
Policy Name	**Faculty Development Policy**		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	**Annually**
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

USTF is committed to establish and maintain the culture of lifelong learning for supporting and promoting faculty development and training. Faculty development expands the knowledge, skills, personal abilities, competencies, and understanding of faculty members at the University, in line with the university goals and objectives. Faculty development plan activities include a wide range of learning experiences, both within and outside the University, that can help individuals to:

- Achieve agreed strategic, operational, team, and individual objectives through highly effective teamwork.
- Acquire knowledge and skills which will enable faculty members to fulfil their responsibilities more effectively, and to respond positively to change, and to extend their range of performance.
- Support the continuous personal and professional development of faculty members by helping them to develop skills and gain qualifications which will equip them better for future career development.
- Enable faculty members who acquire new skills or knowledge to find appropriate opportunities to use them in their employment with the University, to identify and develop their potential, to increase their job satisfaction, and to improve their initiative motivation, and self-confidence.

This policy, its procedures, and practices, are all designed to increase and develop the skills and knowledge of faculty members. In doing so, the effectiveness of both faculty and USTF will be raised which will, in turn, enable the University to achieve the aims set out in the Strategic Plan.

Policy Purpose

The purpose of this Policy is to uphold the vision and mission of the University of Science and Technology of Fujairah (USTF) in the domain of faculty professional development throughout their tenure at the University. Coupled with this is the aim of fulfilling the requirements of the Commission for Academic Accreditation (CAA) at the Ministry of Education (MoE) for sustained faculty development and continuous training to the benefit of all involved.

Policy Scope

The scope of this policy applies to all employees, both academic and non-academic staff, of University of Science and Technology of Fujairah (USTF).

Definitions

- **USTF:** University of Science and Technology of Fujairah
- **College:** Any of USTF colleges offering accredited degree programs
- **Faculty:** Full-time teaching staff at USTF

- **CfAA:** USTF Council for Academic Affairs
- **Program:** An accredited academic degree program offered by any of USTF colleges
- **MoE:** Ministry of Education
- CAA: Commission for Academic Accreditation.

Policy Details

In accordance with the terms and obligations of its licensure from the Commission for Academic Standards (CAA) at the Ministry of Education (MoE), the University is committed not only to the recruitment of highly qualified faculty, but also to their continuous professional development while at work. To this end, USTF has put in place and is implementing comprehensive and consistent plans for the provision of training, retraining, and professional development opportunities for all faculty in the various specializations. As such, the professional development plan caters to all the relevant needs and requirements of the full-time faculty in the sense that it covers all fields of knowledge and practice represented by USTF programs and colleges.

This Policy is prepared by and implemented under the auspices of USTF Vice Chancellor for Academic Affairs (VCAA) in close cooperation, coordination, and partnership with USTF relevant entities, especially:

- **College Deans,** as representatives of their colleges at the academic level and, therefore as being knowledgeable about the professional development needs of their faculty.
- **Program Coordinators,** a faculty member coordinating an academic program, at college offering more than one program, and being closely in touch with their faculty and, therefore, more in tune with their needs for development opportunities.
- **Office of Institutional Planning and Effectiveness (OIPE),** as responsible for monitoring faculty achievement, strengths, and shortcomings
- **Office of Admissions and Registration**, as the source of relevant information concerning, among many other things, the academic calendar, and faculty current timetables.
- **Office of Human Resources,** as the source of data concerning all details of USTF full-time faculty,
- **USTF faculty,** as the collective party most concerned by this Policy.

Procedures

The Vice Chancellor for Academic Affairs (VCAA) oversees the implementation of the professional faculty development plans, will take the first necessary steps to initiate a new offering of training and in the process, to reach out to and involve as partners the above - mentioned parties. At this stage, the purpose is to determine the needs and requirements of faculty for upgraded and acquired skills to fill in gaps in their performance or meet and cope with new performance requirements and challenges.

The process of selecting relevant areas of training will involve:

- University-wide consultation with the above-mentioned partners and entities to target and prioritize areas of professional training,

- Close study of the evaluation reports generated by the system (including course evaluation, instructor evaluation, etc.) to identify specific needs,
- Consultation with faculty to take into consideration their interests in particular areas of professional development,

The procedures for offering the professional development training will involve:

- External expertise, where the professional training will be provided by highly esteemed and universally recognized experts invited to share their knowledge and experience with USTF faculty.
- Peer training, a process in which volunteers from among USTF faculty will exchange knowledge and best practice with other colleagues to broaden their experiences and equip them with much-needed skills,
- External training opportunities, wherein USTF faculty are encouraged and supported to apply for and obtain professional training from a recognized external organization,
- Professional development leave, a procedure that UST is currently studying to avail specially categorized faculty of the opportunity of a sabbatical leave for the purpose of professional development training.

Related Policies:

- Development and Implementation of Distance Learning Policy
- Full-Time Faculty Sabbatical Leave Policy
- USTF Faculty Handbook 2021-2022
- Faculty and Professional Staff Role Policy
- Staff Access to Services Policy
- Professional Requirements for Teaching Policy
- Faculty Sabbatical Leave Policy
- Distance Learning Faculty Qualification Policy

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Staff Access to Services Policy

Policy Name	Staff Access to Services Policy		
Policy Owner	Faculty and Staff Services Offices	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and financial Affairs	Approval Date	

Policy Statement

The University of Science and Technology of Fujairah (USTF) is organizing and monitoring the stuff access to services offered by the University, for example, health care services, accommodation, stuff counseling, transportation, career counseling and development, and educational assistance and tuition remit …etc. The policy distinguishes the access procedures relating to academic and non-academic services for stuff members of USTF community.

Policy Purpose

The purpose of this policy is to support USTF efforts to govern and regulate providing the necessary access to USTF services including and not limited to, USTF Library Services, Counseling Services, Transportation Services, Career counseling and development, and registration for educational programs offered by USTF. In addition, USTF seeks feedback from stuff regarding the effectiveness of these services and uses it to inform decision-makers regarding the improvement of these services.

Policy Scope

This policy applies to all members of USTF Community, wherever located, with respect to their activities for or on behalf of USTF.

Policy Details and Procedures

Employee Housing Services

All employees allocated on Grade 5 and higher, shall be entitled to an annual housing allowance. Some employees from UFTF University Facilities and Services department are provided with unfurnished accommodation, depending upon USTF policies and individual employment contracts.

Health care services

USTF maintains a medical insurance program, which is provided by a selected Insurance company. Every full-time employee becomes eligible for coverage under this program effective from is joining date if proper documentation is provided. USTF contribute to the entire premium cost of the employee, his/her spouse and three dependents (three children only, even in the case of married couple who both work for (USTF). The insurance grade is determined based on the following categorization:

Employee Category	Insurance Grade
Top Management (Grade 11 and above)	A
(Grade 5 to 10)	B
(Grade 1 to 4)	C

The employee, the employee's spouse and three (3) dependent children (dependents are sons up to 18 years old, and daughters up to 22 years old) shall be entitled to participate in

the University's private medical insurance scheme in accordance with the University's medical policy (as amended from time to time at the sole discretion of the University), subject to the providers/insurers of such schemes/plans being willing to accept the employee into membership on reasonable terms.

The University will pay all the contributions in respect of the employee's medical insurance to the insurance provider on his/her behalf. The university shall also contribute 50% of the cost of annual health insurance for the employee's family mentioned above and the other 50% will be deducted from the employee's monthly salary. If the employee has more than one wife, he can select which wife may benefit from the medical insurance in accordance with what mentioned above.

After the end of the contract, the employee shall hand over all the relevant insurance cards to the Office of HR of the University. In case the insurance cards are not returned, any fees or medical costs undergone by the employee, spouse, or their dependents; from the period after the end of the contract to the date the insurance cards are handed over, shall be deducted from the end-of-service gratuity of the employee.

As health care costs continue to rise, USTF will attempt to provide the best possible health coverage to its employees at an affordable cost. Details of the various insurance programs are set forth in the original insurance documents and employees are urged to refer to the original policy documents to understand the full implications of all these policies. Employees are always welcome to ask questions and discuss certain aspects of these policies with the Office of Human Resources.

Faculty and Staff Counseling

USTF has a sincere interest in the well-being and productivity of its employees and believes that problems, with early identification and professional treatment, may be resolved. Therefore, the university has implemented a Faculty and Staff Counseling Program (FSCP).

The purpose of the FSCP is to assist all full-time employees and members of their immediate families with professional counseling on any of a broad range of human problems. Such problems may include:

- Health, physical, or emotional problems
- Alcohol or other substance abuse problems
- Financial or legal problems
- Workplace problems

a. The FSCP achieves its purpose through provision of:

- Assessment and referral to prescreened community resources.
- Short term counseling (up to and including six sessions)
- Follow-up contact to assure that assistance received has been effective.
- Education.
- Consultation with managers.

There are no fees for the use of FSCP services. However, the university does not assume financial responsibility for any other counseling, treatment, hospitalization, or other fees. These are to be the responsibility of the employee or family member where not covered by medical/hospitalization insurance.

b. How USTF Employees May Use the FSCP

Employees are responsible for maintaining work performance and standards of conduct. They are encouraged to use the FSCP voluntarily, on a confidential basis, if they suspect they have a problem, whether it is adversely influencing their productivity. Those individuals who voluntarily access FSCP services, but wish to maintain their privacy, should make appointments on their own time. Others wishing to have release time to participate in the FSCP during usual work hours should have advance approval from their managers. Manager-referred employees will receive the same counseling services as self-referred employees. Employees are not exempt from existing work policies while participating in the FSCP. Follow-up interviews are scheduled at appropriate times.

Family problems may also require consultation or counseling. Family members are encouraged to contact the FSCP if they desire to use its services.

c. Managers' Responsibilities

Managers are responsible to assess and evaluate work expectations for employees. They should advise employees of any deficiencies in performance, document examples of those behaviors, and allow time for remediation.

- If it is determined that usual managerial approaches are not bringing about improved performance and it is suspected that personal problems may be the cause, the manager is encouraged to:
- Discuss the situation with an FSCP staff representative.
- Offer the employee referral to the FSAP (this referral should be written as well as oral)
- Refrain from trying to diagnose the nature of the problem.
- Continue to monitor performance. If improvement in performance does not take place, appropriate administrative action must be taken.

Managers should also encourage employees who have problems that do not as yet interfere with work performance to seek assistance on their own by contacting the FSCP Director's office. Participation in the FSCP will not jeopardize the employee's job security, reputation, career advancement, or future employment.

d. Confidentiality

All employees' information is held in strict confidence. Identification of employees and the nature and extent of their problems is communicated only with written consent of the employees. Similarly, in cases of managerial referral, information is not given to the participating employee's manager without written consent from the employee.

FSCP case records are maintained in a secure place and coded in such a manner as to minimize any possibility of compromise. The maintenance of FSCP records is distinct from all other employee records.

FSCP staff representatives must operate in conformance to UAE federal laws in obtaining or disclosing information. Information may be released without written consent in certain cases of medical emergency, harm to self or others, child abuse, criminal activity, or other cases required by law. Employees will be advised of this action.

e. Participation in the FSCP

Participation in the FSCP will not require or result in special regulations, privileges, or exemption from standard university policies and procedures that apply to work performance requirements. The FSCP is not intended to be a substitute for or a precondition for, the administrative action process when managers decide that administrative action is warranted.

Career Planning and Development

USTF provides opportunities for staff to undertake relevant professional development consistent with the mission and the strategic directions of the University. The development frameworks must support USTF organizational success and sustainability. More detail on staff development is given in Faculty and Professional Staff Development Policy in this Manual.

a. Training and Development

The University shall retain qualified trained human resources and shall also train its personnel and develop their knowledge, skills, and capabilities in the jobs they occupy or in the higher jobs positions they are scheduled to undertake duties and responsibilities thereof, in accordance with the training, stuff development and performance system approved by the University.

- The Human Resources Department shall lay annual plans for internal and external training and qualifying the personnel in all job levels, in the light of the results of the performance evaluation and the analysis of the training requirements, as required.
- The annual training needs for all the personnel of the organizational units shall be determined and analyzed to achieve the objectives of the University.
- The Human Resources Department shall prepare an annual training plan and the total budget for internal and external training and development, including that includes all the assessed costs of the training and development programs proposed to be performed during the academic year. The training plan shall be approved by the Vice Chancellor for Administrative and Financial Affairs.
- The Human Resources Department shall oversee performing and assessing the annual training and development plan upon approving its budget allocations.
- The Human Resources Department may amend the annual training and development plan at any time for any reason whatsoever, as per the job requirements and per approval from the relevant organizational unit in coordination with the Human Resources Department.

b. Career Planning and Development

- A professional development plan created by USTF aims to identify the necessary skills and resources to support the staff member's career goals and the University business needs.
- The career development section is responsible for the continuous process of gaining knowledge and improving skills that give the employees, in alignment with USTF needs and individual career interests, the opportunity to advance their career.
- USTF staff member's needs and interests must be applied to address the organizational objectives. The staff member's career path must align with USTF workforce needs.

Transportation and Travel

USTF will make efforts to provide comfortable and secure accommodations for lodging, meals and travel for employees that travel to represent USTF's interests.

However, these items are not intended to be perquisites and USTF reserves the right to deny reimbursement of expenses that are considered lavish or extravagant. Expenses are to be within established institution guidelines and will be reimbursed with proper documentation. Employees are expected to spend USTF's money as carefully and judiciously as they would their own.

a. Meals and Transportation Allowance

Transportation and Meals allowance of official tasks within UAE are issued after the submission of the "Transportation and Meals" form by the employee along with the budget approval form.

b. Per Diem Policy

Employees might be asked or be nominated (including self-nomination) to attend conferences, workshops, fairs, exhibitions, trainings, and the like. They can also be requested to undertake site visits for consultation purposes or otherwise. Such visits and/or trips can be local, regional, or international. Per Diem payments are made as one lump sum before the employee's departure to attend an event be that in the UAE, in the region or overseas. Payment is calculated for full days.

To qualify for a per diem payment, the following requisites need to be met:

- That staff complete the Per Diem Application Form
- That the event be pre-approved by the direct line manager
- That the event is a full day (6 hours minimum) or requires overnight stay
- That the employee has been employed by the University for at least a year (exemptions might apply)
- That the employee be eligible for travel to the destination country
- That the employee has the required valid travel documents and/or residency stamps…etc.
- That the purpose of the event be directly related to the nature of the employee's job/duties; and
- That the employee be of "good standing" in terms of performance appraisal, job performance and overall conduct in the 12 months prior to application.

Educational Assistance and Course Registration

a. Educational Assistance

A full-time administrative or support staff member who has passed the probation period and has formally been appointed to his/her position, may apply, before the end of the add and drop period during the same semester, for a tuition fee discount for her\himself and her\his family members (two seats per semester) as per the details below (the discount is applicable to undergraduate programs only):

- In case the application is approved, a 75% discount shall be granted for employee or her\his dependents enrolment at any USTF college except the College of Dentistry and the College of Pharmacy and Health Sciences (for undergraduate studies only).

Dentistry and Pharmacy	Other colleges	Number of children
75%	100%	First
45%	75%	Second

- 25% discount shall be granted to siblings or spouses for enrolment at any USTF college.
- In case of the employee already has a previous recognized bachelor's degree from USTF or any other recognized educational institution she\he shall not be eligible for educational assistance for her\himself. In the event a beneficiary dependent withdraws from the University, no changed in the order of discounts shall be applied. Any USTF employee or faculty member who resigns or take a long unpaid leave shall automatically lose any existing or future discount. In the event of termination, the discount shall remain valid until the end of the semester in which the termination takes place. Final approval for all educational assistance and possible reimbursement should be made by management.

b. Stuff Course Registration

A full-time administrative or support staff member receive a highly valuable benefit in the form of remitted tuition. Educational benefits must be used in a manner that does not interfere with the operation of the university's offices and programs. Accordingly, employees are not permitted to take courses during their normal working hours. Normal working hours are defined by an employee's department head based on the unit's mission and the requirements of the position. Exceptions to this rule are limited to a narrow set of circumstances and are available only to those employees admitted to degree and certificate programs. An employee may request an exception for a given course if it is required by the degree program and unavailable at any time other than normal working hours according to the following:

- Employees must request an exception from this rule by completing the Educational Benefits Exception Form.
- The employee's immediate supervisor will review the request. If the supervisor supports the request and is satisfied that the required conditions are met, he or she will recommend it for approval to the head of the administrative unit.
- The head of the administrative unit will determine whether the request will be granted.
- The employee will be provided a written response to the request.
- Employees who are granted an exception to this rule will charge the lost time to annual leave. Supervisors will notify human resources each time an exception is granted by providing human resources with the original Educational Benefits Exception Form. Notwithstanding exceptions granted according to this policy, employees are reminded that if a conflict of interest occurred between work and a class, work takes precedence.

Information Technology Access

USTF provides efficient and current computing, networking, information, and telecommunication resources to the university community to support teaching, research, and efficient administrative processes. Access to Information Technology resources is granted to members of the university community who are enrolled students, employees, or academic

staff members under terms and conditions of Using IT Services. The authorized Office for running these resources is the Office of Information Technology (OIT).
The objectives of the Office of IT are to:

- Provide robust IT physical and logical infrastructure, maintain WAN and LAN nodes, and perform administrative operations to keep IT services available 24/7 to users.
- Provide prompt and accurate technical assistance from knowledgeable staff, and to listen carefully to users' requests and feedback.
- Develop database systems, maintain university-wide database applications, and give full support to the Application users.
- Create, maintain, and enhance University and related websites, and develop integrated application to enhance users' web browsing experience.
- Perform RND to recommend new technologies.
- Protect USTF IT assets.
- Ensure that the use of IT resources is primarily for university purposes and university related activities.
- Maintain the integrity and security of the university's computing facilities.

a. USTF IT Facilities

IT facilities at USTF are maintained by the Office of Information Technology. It is the responsibility of all users of the computer system to notify the Office of IT of violations of laws and university policies in connection with the use of computers, as well as of potential loopholes in the security of the computer system. Any concerns, complaints, or reports of misconduct regarding the computer system should be reported to the IT Supervisor on 092023555 or email helpdesk@ustf.ac.ae.

b. Network Accounts

Accounts are intended to be personal. The employee to whom the account has been created is responsible for ensuring that his/her username and password remain confidential. No one is allowed to use another person's username and password.

c. User Accounts

All USTF stuff should receive an identification letter by email with their password/user account details and how to use it within two (2) working days before joining USTF. All stuff should have passwords/user accounts. The password/user account will remain active for the duration of an employee working period at USTF. Stuff can use their user account to access all the below USTF web services:

- Email
- Internet services
- USTF Computers

Email: USTF has established e-mail as a primary vehicle for official communication for the faculty, stuff, and students.

Internet Services: Stuff may access the Internet through their office's computers and or through personal laptops connected to the university's Wi-Fi provided in designated locations. Employees access to the Internet conforms to the laws of the United Arab Emirates, including the monitoring and filtering of Internet content. Any attempt to

circumvent or disable Internet access controls set by the University or the government of the UAE is a violation of university policy and will result in a disciplinary action.

Library and Learning Resources Center

USTF facilitate stuff access to USF Library and Learning Resources center to support the University mission in identifying, organizing, preserving, and offering accessible resources which serve the needs of USTF community at large.

a. **Resources**

USTF Library contain substantial resources, which include diverse e-journal and e-book packages, as well as discovery tools, enhancing access to the various e-resources available to the university community. Library resources include electronic e-learning and databases, such as:

- ProQuest Central,
- Academic Complete,
- Almanhal

and others have been added to the collection. USTF staff as well as faculty and students have remote access to all library electronic resources regardless of their location using their username and password. Stuff, students, and faculty can also access library services using the OPAC system, which enables browsing, booking, and renewing of library materials. USTF faculty, student and administrative have valuable access to all the physical Library resources according to USTF library borrowing policies and procedures. All these resources are portable and simultaneously accessible 24/7 to multiple users through mobile devices from smartphones to tablets.

Fitness Centers

USTF provides sports facilities to all its employees for a variety of recreational and competitive athletic activities to help maintain their physical and mental health. The fitness centers are in both the male and female campus. They have a wide range of exercise equipment that include free weights, and weight training and cardio machines, along with classes and fitness programs designed to suit individual needs. Friendly and qualified fitness trainers are available daily to provide guidance and supervision, as well as to answer all questions regarding fitness, nutrition, and safety. employees are reminded that if a conflict of interest occurred between work and exercises, work takes precedence.

Related Policies

- Compensation and Benefits Policy
- Faculty and Staff Professional Development Policy
- Use of Technology Resources Policy
- Health Services Policy
- Conflict of Interest Policy

Document History

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Faculty Workload Policy

Policy Name	Faculty Workload Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

The assignment of faculty workloads is intended to be used as a comprehensive guideline for academic departments when assigning workloads to individual faculty members and it is defined as the total of the instructional, scholarly, and professional service activities rendered to USTF by its faculty.

Policy Purpose

The purpose of this policy is to define the way in which the workloads of USTF's faculty member are determined, evaluated, and implemented to meet university goals, and the CAA Standards. The intends to create a productive work environment, to set out principles of fairness among faculty members and instructors and to prescribe how workloads are determined, calculated, monitored, and reported. The policy reinforces the resource stewardship associated with faculty workloads and requires alignment between policies for workload, annual faculty evaluation, and tenure and promotion. It is also designed to provide guidance to each academic unit in developing unit-specific workload policies. Overloads should be considered the exception not the norm. Overloads will be paid at the appropriate, published rate. The Deans will provide the Vice Chancellor for Academic Affairs a report on overloads each semester, that should be in line with USTF's policies and the 2019 CAA Standards.

Policy Scope

Applies to resident, full-time faculty members of USTF and instructors except visiting professors, and part-time faculty.

The assignment of workloads is therefore organized on the following principles:

- For non-terminal degree holders teaching in General Education courses of academic programs, the maximum teaching load is 15 credit hours per semester.
- For terminal degree holders teaching in undergraduate programs, the maximum teaching load is 12 credit hours per semester, and 24 credit hours over the entire academic year.
- For faculty only teaching in graduate programs, the maximum teaching load is 9 credit hours per semester or pro-rata for faculty teaching a mix of undergraduate and graduate courses.
- The teaching load of part-time faculty members is limited to 6 credit hours.
- For faculty only teaching in graduate programs, the maximum teaching load is 9 credit hours per semester or pro-rata for faculty teaching a mix of undergraduate and graduate courses, considering that the 3 graduate credit hours equals 4 undergraduate credit hours.

- The above teaching load arrangements mentioned in items (a), (b) and (c) also apply for visiting faculty members.
- The release time from teaching is 6 credit hours for the college deans and 3 credit hours for the department heads.
- In case a faculty member decides to teach during the summer term, his/her teaching load shall not exceed 6 credit hours, and he/she shall be compensated for summer teaching.
- For the master's programs, the equivalent teaching load for the supervision of thesis is 0.3 credit hour per student for the entire duration of thesis or dissertation. If the thesis or dissertation work is not completed in the required period as per study plan of the program, then the thesis will be registered as in progress (IP) with zero supervision load to the faculty till completion. Thesis or dissertation supervision will be counted in the faculty teaching load or considered overload in exceptional cases.
- Normally, a faculty member may not receive more than 2 credit hour per semester (6 students per a faculty members) for the supervision of thesis or dissertation.

In compliance with Stipulation 5.7 in the CAA Standards 2019, USTF has an established process of course load assignment to faculty members. All credit hours of any course that includes a practical component shall be entirely and exclusively assigned to faculty members holding terminal degrees in the discipline. Those faculty members will be totally responsible for the courses assigned to them. They will also be responsible for overseeing the instructors who will be helping them in the lab and/or tutorial parts of the course. Instructors will not have any part of the course credit hours assigned to them.
In line with CAA Stipulation 5.8.4, the weekly office hours shall range from 6-12 for full-time faculty, as approved by the Program Coordinator. For part-time faculty, 6 weekly office hours for those teaching two courses (typically 6 credits) and 3 weekly office hours for those teaching one course.

Teaching Overload
USTF ensures that assigned teaching loads to faculty complies with the above workload limits. In exceptional circumstances where teaching assignments exceed the requirements, and overload is unavoidable, the overload is normally limited to one three-credit course per faculty member per year, and faculty shall be appropriately compensated for teaching overload.

Overload Rates for undergraduate courses:
Rates (Per Semester)
Rate of theoretical courses for Undergraduate Programs:

Faculty	Rate per Credit Hour
PhD holder	AED 3200
Master holder	AED 2400

Rate of practical courses (Labs/Tutorials) for Undergraduate Programs:

Two lab or tutorial contact hours equals one credit hour.

Overload rates for graduate courses:

Rates (Per Semester)

Rate of Theoretical Master/PhD courses:

College	Rate per Credit Hour
MBA in College of Business Administration	AED 3200

Related Policies

- Faculty roles and responsibilities in curriculum development and review Policy
- Faculty and Professional Staff Role Policy
- Employment Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Professional Requirements for Teaching Policy

Policy Name	Professional Requirements for Teaching Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

It is the policy of USTF to hire faculty members whose preparation and qualifications are appropriate to the field and level of their assignments. The faculty members must have terminal degrees earned from internationally recognized institutions of higher education. The terminal degree is a doctoral degree. However, in very special cases as specified by the UAE Ministry of Education, the terminal degree could be a master's degree such as in art, design, and design-related disciplines.

Policy Purpose

This policy ensures that:

- Preparation and qualifications of all faculty members are appropriate to their job assignment in the University.
- Faculty members have an earned terminal degree from internationally recognized institutions of higher education.
- Minimum expected academic or professional qualifications for different teaching levels are in accordance with those required by the CAA.

Policy Content and Guidelines

- For teaching certain courses for students in an undergraduate program, a terminal degree, and a teaching experience in in these courses are required. Similarly, for teaching graduate courses in graduate programs, a terminal degree, at least a doctorate, and teaching experience are required for teaching such courses.
- All faculty members employed in the University shall have preparation and qualifications appropriate to the field and level of their assignments.
- The faculty members must have terminal degrees earned from internationally recognized institutions of higher education.
- Except for very special cases as specified by the UAE Ministry of Education, the terminal degree is a doctoral degree. For very special cases such as in art, design, and design-related disciplines, the terminal degree could be a master's degree, an MFA, or a Master of architecture.
- For teaching in remedial programs, a baccalaureate degree in a discipline related to the subject taught, teaching experience in that subject, or graduate-level training in that subject is required.
- For teaching courses in diploma programs, a baccalaureate degree in a discipline related to the subject taught and appropriate work experience is required. In addition, relevant professional certification may be required in some cases.

- For teaching general education courses such as the first two courses in English, Arabic, or other languages, and the first course only in Islamic studies, history, or culture; humanities, arts, social sciences, behavioral sciences, natural sciences, physical sciences, mathematics, and information technology: a Master's degree with a major in the discipline taught and one of the following is required:
  - five years' teaching experience in the discipline;
  - a combination of five years' experience in teaching or other employment related to the field;
  - the equivalent of eighteen credit hours of graduate study in the field beyond the master's degree;
  - an internationally recognized professional credential; and
  - at least one faculty member teaching in each program area holds a terminal degree in the discipline.
- For teaching courses in baccalaureate degree programs, a terminal degree in the teaching discipline, usually a doctoral degree is required. However, in some specific fields as approved by the UAE Ministry of Education, a master's degree may be considered as terminal degree.
- For teaching courses in graduate degree programs, a terminal degree in the teaching discipline and either a strong record of (or the potential for) research and scholarly activity or significant professional experience as a practitioner in an applied discipline is required.
- In line with the guidelines of the UAE Ministry of Education, the exceptions to the requirement of a terminal degree are:
  - limited to applied fields for which a faculty member has a Master's degree in the teaching field or a PhD in a related field, and who also has extensive senior level experience in the applied field or experience in the applied filed coupled with internationally recognized professional association certificates;
  - fully justifiable in terms of education, training, and professional experience;
  - restricted to no more than 10% of the faculty;
  - reported at the beginning of each semester to the CAA for approval.

Related Policies

- Teaching and Learning Methods Policy
- Faculty and Staff Professional Development Policy
- Faculty Development Policy
- Distance Learning Faculty Qualification Policy
- Distance Learning Faculty Roles and Responsibilities Policy

Document History

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Faculty Sabbatical Leave Policy

Policy Name	Faculty Sabbatical Leave Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Statement

The faculty sabbatical leave program is a part of USTF's ongoing drive to expand its network with international partners by supporting the development of collaborative teaching, research, and service. USTF faculty sabbatical leave should not bear any financial burden on the university budget, and the University reserves the right to approve or reject any faculty sabbatical leave application.

Purpose

This Policy aims to ensure a fair and consistent administration of the faculty sabbatical leaveprograms, as well as to determine and outline the application process. The purpose of the Programs is to broaden and deepen USTF's international reputation as being an active academic organization that seeks continuous quality development of its faculty members. In addition, faculty members living the experience of sabbatical leave are exposed to different academic environments, thus providing benefit to both the University and the faculty members through the Sabbatical leave program.

Sabbatical Leave programs

A. Eligibility

- A Full-time faculty member holding a terminal degree.
- A minimum of two-year service for faculty sabbatical leave.
- A minimum of five-year service for the sabbatical program.
- A minimum of five-year service after the first faculty sabbatical program.

B. Terms and Conditions

- Faculty sabbatical leave will be supported and encouraged when such sabbatical leave is considered advantageous to both the faculty member, his college, and the University.
- Faculty members are granted the sabbatical leave normally for the prime purpose of engaging in education, research, or service at one of the top-ranked institutions in the world, for a period of one to two semesters.
- The faculty member on sabbatical leave will be considered in active service to the University. Still, performance assessments will be sought from the other institution when appropriate.
- After the final approval of the sabbatical leave by the Chancellor, the Director of the Office of International Academic Affairs (OIAA) may initiate a faculty sabbatical leave agreement with the host institution at least six weeks before the expected commencement of activities of the faculty member at the host institution. The agreement shall indicate the duration of stay, application procedures,

accommodation and facilities, financial responsibilities, and commencement and duration of the contract, in addition to any other issues that are important to both universities.

- Following the completion of the sabbatical leave period, the faculty members must rejoin USTF for at least one academic year, unless decided otherwise by USTF.
- During the sabbatical leave period, USTF faculty members will:
- Gets his full salary and full benefits from the host institution if the sabbatical leave is for one semester.
- On return the USTF, the host institution will provide USTF's faculty member an economy class air ticket to the UAE.
- If the sabbatical leave faculty member receives an appointment and additional remuneration in the form of a grant, fellowship, or other sources, he/she must notify USTF.
- Normal consulting arrangements may be continued if they have been approved through normal administrative channels and do not conflict with the spirit and purpose of the assignment.
- A faculty member on sabbatical leave will continue to hold the same medical insurance provided by the University with the same terms and conditions before going on his/her sabbatical leave. However, it is the full responsibility of the faculty member on sabbatical leave to purchase any supplementary insurance (medical and otherwise) required in the country of his sabbatical leave visit.
- All financial costs will be handled by the faculty member, including but not limited to the cost of accommodation, transportation, food, and subsistence costs.
- A faculty member on sabbatical leave will be subject to the rules and regulations of the two universities.
- The period of any leave without pay shall not be counted as years of credited services for purposes of sabbatical leave applications.

C. Application Procedures

- The Office of International Academic Affairs (OIAA) will announce, by the beginning of each Fall Semester, the deadlines for accepting applications for the faculty sabbatical leave program for both Fall and Spring semesters in the next academic year.
- At the time of application, applicants are expected to have established a connection with the host department and identified with them the area(s) of mutual interest they wish to further explore during the sabbatical leave period. The proposed activities planned during the sabbatical leave period should be set in accordance with the applicant's teaching and research area and the teaching and research interests of his/her department. A detailed plan of the applicant's visit must be developed by the applicant and the host department to include all information about the activities to be conducted during the sabbatical leave period.
- The following documents should be submitted through the OIAA by the set deadline:

- Application form (available at the OIAA).
- Updated Curriculum Vitae with publication records.
- Endorsement form (available at the OIAA).
- Approval letter from the Research Ethics Committee REC (If applicable).
- Post-visit reports of previous sabbatical leaves (If applicable).
- Invitation letter provided by the host institution clarifying the following:
  - Name, address, and position of the host.
  - The host involvement in the applicant's visit.
  - The type of activity the faculty member will be indulged in during his/her stay at the host institution.
  - The position/title that the faculty member will hold at the host institution.
  - The intended duration and dates of the sabbatical leave period.
  - The logistics support the host institution will provide to the applicant.
  - Remuneration arrangements, if any.
- Faculty members, upon applying for sabbatical leave, must acknowledge in writing their obligation to return to the University following the leave period and to serve the University for a period not less than one academic year.

- The OIAA will review the applications and submit them to an ad-hoc Selection Committees formed by USTF VCAA.
- Incomplete applications will not be considered.

D. Evaluation Criteria

For Faculty Sabbatical Leave program applications, the evaluation criteria may consider the following:

- The proposal establishes a clear work plan, objectives, and expected outcomes.
- The proposal detail how each of the objectives will be attained.
- The proposed project is to be completed or almost completed as scheduled.
- The applicants have the background and specific skills that will allow them to complete the projects they are planning to acquire before the sabbatical leave.
- The proposal communicates the purpose of the project.
- The sabbatical leave is important to the project's completion.
- The proposal defines the benefits of the sabbatical leave for both the individual faculty member and the University.
- The applicant provides a track record of the applicant and host in relation to the proposed teaching or research work.
- The establishment or significant strengthening of a genuine and ongoing international linkage as an outcome of this sabbatical leave program.

E. Selection Procedures

- The VCAA will form an ad-hoc Selection Committee for the Faculty sabbatical program by the beginning of each Fall semester. This committee will oversee the Faculty

Sabbatical program selection procedures for the next academic year.

- The Selection Committees makes their recommendations to the VCAA who shall raise his recommendation to the Chancellor for a final decision.
- The OIAA will notify applicants of the results by the set deadline.

F. Selection Guidelines

- The faculty sabbatical leave will be granted to no more than one faculty member per college at the same time.
- Faculty sabbatical leave will be granted according to the following principles:
  - Balance of faculty sabbatical leave awarded across Departments within the same College over time.
  - Faculty members who have not previously been awarded a Faculty Sabbatical leave will be given priority.
  - If two faculty members are equally qualified, the individual with the longest service record since the date of initial appointment as a faculty member at USTF will be given priority.
- Applications that incorporate early-stage collaborative teaching and research projects with the collaborator at the host institution will be given priority.
- Applications for the same or related purpose research topic to the same host university will be considered on a case-by-case basis and with justification.

G. Post-Visit Report

Within one month of return from the Sabbatical Leave, faculty members are required to submit a post-visit report.

- The "Post-Visit Report Form" is available at the OIAA.
- The report must be submitted to the Dean of the College for feedback. The Dean of the College shall forward the report to the VCAA, Dean of Graduate Studies and Research and Director of International Academic Affairs for further processing.
- The faculty member should organize an oral presentation to present the outcomes of sabbatical leave period.

Related USTF Policies

- Full-Time Faculty Emergency Leave Policy
- Professional Requirements for Teaching Policy
- Faculty and Staff Professional Development Policy
- Faculty Development Policy
- Professional Requirements for Teaching Policy

Document History

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Faculty Emergency Leave Policy

Policy Name	Faculty Emergency Leave Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

To avoid course cancellations and instructional gaps that are disruptive to students' progress to degree and achievement of learning outcomes, college deans are responsible for securing temporary instructional coverage if USTF faculty member has been approved for any type of personal or parental leaves.

Policy Purpose

USTF understands the possibility of their faculty members facing any kind of emergency that would require them to take short- or long-term leave period. The purpose of this policy is to define the different types of emergency leaves that may face any faculty members, leave application procedures, eligibility, and entitled benefits during the leave period.

Policy Details

A faculty emergency leave is defined as the period in which a faculty member is unable to fully perform his/her responsibilities, whether in-campus or remotely, which may result in the distribution or cancellation of their teaching class. Below are some types of emergency leaves that are considered in USTF:

1. Personal Emergency Leaves

1.1 Faculty Sick Leave

USTF faculty members are entitled to sick leave. The sick leave is intended to meet the legitimate health needs of faculty members who were absent from the workplace due to illness, personal injury, or any other force majeure.

- Faculty are eligible to receive sick leave income at their regular rate of pay for up to forty-five (45) calendar days per year.
- In the event, at the end of the initial 45 days' sick leave, the faculty cannot return to work and is still incapacitated; the faculty is eligible for an additional forty-five (45) calendar days' sick leave income paid at half the regular pay rate.
- If a faculty member is absent from work beyond the mentioned ninety (90) calendar sick leave days, the college dean may provide excused time off without pay for a period not to exceed ninety (90) calendar days.
- At the end of the additional 90-calendar day period, the University may require evidence and evaluation of the faculty's health condition such as a statement from the faculty member's physician; or the University may request an examination by a physician, designated by the University.
- Sick leave must be substantiated by the submission of the required medical documentation in accordance with the university's relevant policies and regulations.
- Sick Leave cannot be carried forward and would get lapsed at the end of the leave calendar year when not availed.

- Sick Leave would be calculated on a leave calendar year on a pro-rata basis from the employee's commencement date but can be availed only after the employee is confirmed on the rolls of the university.
- While on vacation, if a faculty member meets the sick leave eligibility requirements, the employee has not lost time from regular work and is therefore not eligible for sick leave. However, in the event of hospitalization the faculty member, under such circumstances, may request that she not be charged with vacation but that it be considered as sick leave. Such a request is subject to the approval of the Vice Chancellor for Academic Affairs (VCAA).

1.2 Faculty Leave Due to Immediate Relative Health Emergency

USTF believes in the importance of family members, and the emotional and behavioral consequences that a faculty may face in case of the sudden sickness of an immediate family member. Thus, USTF faculty members may apply for short leave to accompany their family member during their treatment period.

- The faculty member will be first entitled to a short leave ranging from 1-3 days, to accompany his/her family member.
- Faculty may extend their leave to max of 14 days depending on the family member health condition and provided medical reports proofs.
- Additional extension of faculty leave will require approval from their college dean and coordination with VCAA and the Office of Human Resources.
- The first 14 days of this leave will be considered as paid leave.
- Extended leave days will be deducted from the faculty's 45 days sick leave balance.
- In case of faculty sick leave balance is nill, then the extended leave period will be considered as unpaid leave.
- For this rule, immediate family is defined as and limited to the faculty member's spouse, children, and parents. Brothers and sisters can be eligible for this rule provided the absence of any other supporting family member to them, spouse, parents, or adult children.

1.3 Bereavement Leave

Faculty members are entitled to bereavement leave as follows:

- Not to exceed five working days for each occurrence in the case of death of immediate family residing abroad.
- Not to exceed three working days for each occurrence in the case of death of immediate family residing within the UAE territory.
- For this rule, immediate family is defined as and limited to the faculty member's spouse, children, parents, brothers, and sisters.

2. Parental Leaves

2.1 Un-planned Cessation of Maternity Leave

- Where a female faculty has commenced paid maternity leave and the child is still-born or dies, a further 14 days of half-paid maternity leave will be provided. An employee may return to work earlier than planned.

2.2 Male Faculty Member Leave Due to New Child Born

- A five working days parental leave is granted for male faculty members in case of the birth of their child.
- Such leave shall be taken successively or otherwise during the period of six months following the date of birth of the child.

Procedures

- A faculty member may apply for an emergency leave after the approval of their college dean, who shall forward it for VCAA and HR department approval.
- During the faculty emergency period, the faculty member's dean must make alternative arrangements to cover the duties of the faculty member without additional expenses.
- In all cases, emergency leave days cannot be carried over from one year to another.
- Additional measures for faculty emergency leaves may be taken by college deans in coordination with VCAA.

Related Policies

- Faculty and Professional Staff Role Policy
- Employment Policy

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Distance Learning Faculty Qualification Policy

Policy Name	Distance Learning Faculty Qualification Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	August 2020

Policy Statement

Faculty teaching online courses through distance learning should be considered both for teaching excellence as well as their ability to effectively utilize technology in the facilitation of a course. Faculty teaching online at USTF are required to complete all the training sessions and workshops offered to all faculty and teaching staff, by the Office of E-Learning and Distance Learning Development Committee (DLDC), on: (1) mastering of the Moodle LMS, (2) using various online learning systems, (3) recording and uploading course lectures one OneDrive, (4) conducting e-learning and distance learning assessment and (5) preparing online exams and using online applications for monitoring online exams. These courses and workshops are pre-requisite of faculty online teaching. When designing and delivering courses for distance learning at USTF, the course should meet the specific guidelines outlined in this policy.

Policy Purpose

This policy provides the expectations for training for faculty teaching distance learning courses at University of Science and Technology (USTF). The policy also outlines instructional expectations for online courses and design considerations for distance learning.

Definitions

- **Distance Learning**. Interaction between instructors and students when they are separated by physical distance, and communication is accomplished by one or more technological media. Interaction between instructors and students is regular and substantive.
- **Online Distance Learning Course.** An online distance learning course delivered via the Internet using a campus-supported Learning Management System (LMS).
- **Hybrid distance Learning Course.** A course replaces some face-to-face classes with online instructional sessions. Any distance learning course that requires students to attend on-campus activities is a hybrid distance Learning course.
- **Distance Learning Development Committee (DLDC):** A committee aims at developing the skills of USTF faculty, staff and students to become non-traditional in their learning methods, having intellectual flexibility, mastering a variety of skills, able to self-learn, eager to innovate, search for information on their own and produce knowledge.
- **Instructor.** The faculty member who delivers the course and serves as the subject matter expert.
- **Instructor presence.** The ability of the instructor to create a sense of community among learners. Presence includes but is not limited to providing connections between course content, activities, and assignments, facilitating in-depth thinking through online discussions, providing detailed specific feedback, reaching out to struggling students and making connections to real world applications and providing clarification.
- **Learning Management System (LMS).** A platform used for the development and delivery of educational courses and programs. USTF uses Moodle LMS.
- **Faculty Development Plan (FDP).** A plan seeks to provide pertinent professional development opportunities to meet the needs of faculty teaching distance learning

courses and hosts several training sessions throughout each semester.

- **Online Learning System (OLS).** A learning system provides individuals and groups with the ability to meet and learn through Information and Communication Technology (ICT) tools.
- **USTF e-Learning Office.** An office at the University of Science and Technology of Fujairah (USTF) offering online training sessions and workshops, supervising LMS technology and cloud services to help USTF affiliates to maximize their e-learning skills and productivity.

Policy Details

5. Faculty Preparation

Faculty members who are going to teach online courses should possess basic proficiency in computer skills and be acquainted with and feel comfortable using more advanced programs and applications. The following technical skills are essentially needed to teach online and hybrid courses:

- Basic computer skills
- File management skills
- Emailing skills
- Word processing skills
- Presentation, with digital technology skills
- Online audio-video skills
- Internet Usage skills
- Learning management system skills

6. Faculty Development

Teaching with technology requires a commitment to adaptation, as change occurs across chosen platforms, student devices, and institutional tools and resources. For this reason, it is crucial that faculty teaching distance learning courses be continually advancing their own professional skills. USTF provides ongoing professional development seminars and workshops for faculty and teaching assistants. The FDP topics offered to USTF faculty include, but not limited to, the following:

- E-advising, e-archiving, and e-course files.
- Workshop on advanced applications of Moodle LMS in teaching and learning.
- Training on the application of Moodle LMS for preparation of quizzes and exams.
- Workshop on new teaching and learning methodologies and assessment instruments.
- Training on course delivery through distance learning.
- Use of e-learning technology in assignments, projects and other learning purposes.
- Use of online learning systems (OLS) guidelines manuals for hosting distance learning sessions.

7. Faculty Responsibilities

- Preparation of educational materials used for distance learning.
- Delivery of course through distance learning, according to the timetable approved at the beginning of the semester.
- Assessment of students through quizzes, assignments, homework, exams as well as class participation.
- Engagement of students in class through discussion questions, group learning, problem solving and presentations.

Procedures

1. Faculty teaching distance learning courses are required to complete appropriate distance learning training at USTF or demonstrate competency established through previous training or experience.
2. Faculty completing successful distance learning training at USTF will be offered and official certificate signed by the chairman of the Distance Learning Development Committee (DLDC).
3. Expectations for delivery of a distance learning course at USTF:
   - The course will contain a full set of assignments, assessments and learning activities, and will utilize a common textbook.
   - Faculty teaching an online course will include their contact information at the beginning of course description distributed to students. Contact information must include the faculty phone numbers and his email address. Additional contacts are recommended, when available.
   - The online course syllabus clearly explains the expectations and responsibilities for both students and faculty.
   - Faculty respond to all student questions within a specific period. This commitment must be noted in the syllabus, and any changes should be announced to students on the Moodle LMS.
   - Due dates for all assignments and assessments tools should be clearly stated in the course syllabus and announced to students.
   - Faculty announce graded assessments of student learning, following the general USTF guidelines.
   - Faculty can assign additional supplementary content to the course to aid student understanding of course materials, including personal notes and mini lectures.
   - Faculty must follow the course schedule mentioned in the timetable and hold online synchronous sessions to provide students online lectures on time.
   - A course taught via a distance learning must foster a high quality, engaging course environment which seeks to develop and promote an interactive teaching learning environment.
   - The syllabi of online courses are regularly updated to include the most up to date information as more teaching and learning resources become available.
   - Online courses must be regularly updated to include the most up to date information.
   - Graded work should be returned in a suitable timeframe for providing appropriate feedback to the student. The commitment of a faculty member to return the graded work will also be noted in the online course syllabus.
   - Faculty and students should use the Moodle LMS as the primary means of managing communications with the students studying the online course he is teaching.
   - Faculty should preserve records of all communication with students throughout the duration of the course.
   - Faculty should make regular backups of his online course materials and course records, with special emphasis placed on backing up records related to student grades.

Related Policies

- Distance learning policy
- Online exams policy
- Examination policy

- Grading and assessment policy
- Student records policy
- Student information release policy
- Use of technology resources policy
- Intellectual property policy
- Information technology policy
- Information and software technical support policy
- Student academic integrity policy
- Student rights and responsibilities policy
- Student disciplinary policy
- Student appeal policy
- Student grievance policy

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Distance Learning Policy

Policy Name	Distance Learning Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	March 2020

I. Policy

A. Policy Statement

The University of Science and Technology of Fujairah (USTF) aims at creating and integrating cutting-edge teaching and learning in an inspiring environment. Distance learning courses allow USTF to achieve its mission in this regard. Distance learning is the process of delivering courses by instructors to students through the internet when both cannot be present in the same place. In this case USTF is keen on maintaining the quality to ensure that its distance learning endeavors are conducted with the utmost consideration and a consistent commitment to a high standard of quality, in line with the CAA Standards. Distance learning (DL) is the term used at USTF for courses that are delivered primarily over the Internet. Similar terms are used by higher education institutions such as distance education and online learning. Distance learning is used throughout this document.

B. Policy Purpose

Covid-19 Pandemic has necessitated the predominance of distance learning across the world. Since then, distance learning has assumed increasing prominence in higher education. Other reasons for the rapid expansion of distance learning because it enables those who otherwise could not join a traditional classroom setting because of geographic distance. It also provides flexibility for both students and faculty in terms of course scheduling. Equally important, it exposes students to information literacy and technology skills that are essential for today's technology driven world. Distance learning also stimulates opportunities for faculty development and professional growth.

C. Objectives

- Achieve the UAE vision in sustainable education, education continuity, and implementing the technology in the educational process to ensure a healthy educational environment.
- Promote the growth, culture, and diversity of the academic community by utilizing distance learning technologies to remove barriers imposed by geography, time, culture, language, or disability.
- Support faculty in the delivery of quality distance learning instructional practices.
- Support student access to and within distance learning.
- Evaluate and improve distance teaching, learning, and distance education system at this institution.
- Enhance USTF's student-centered curriculum.
- Perform non-traditional modes of instructional delivery available to students.
- Support collaboration with business, public schools, government, agencies, and higher education institutions.

D. Definitions

- **Distance Learning.** Interaction between instructors and students when they are separated by physical distance, and communication is accomplished by one or more technological media. Interaction between instructors and students is regular and substantive.
- **Instructor.** The faculty member who delivers the course and serves as the subject matter expert.
- **Instructor presence.** The ability of the instructor to create a sense of community among learners. Presence includes but is not limited to providing connections between course content, activities, and assignments, facilitating in-depth thinking through online discussions, providing detailed specific feedback, reaching out to struggling students and making connections to real world applications and providing clarification.
- **Learning Management System (LMS).** A platform used for the development and delivery of educational courses and programs. USTF uses Moodle LMS.
- **Online Learning System (OLS).** A learning system provides individuals and groups with the ability to meet and learn through Information and Communication Technology (ICT) tools.
- **USTF e-Learning Office.** An office at the University of Science and Technology of Fujairah (USTF) offering online training courses, supervising LMS technology and cloud services to help USTF affiliates to maximize their e-learning skills and productivity.

E. Academic Standards

- Distance learning is appropriate to the USTF's vision, mission, and goals.
- USTF's plans for developing, implementing, and sustaining distance learning as a part of its regular planning and evaluation processes.
- Distance learning is incorporated into USTF's systems of governance and academic oversight.
- USTF evaluates the effectiveness of its distance learning offerings, including the extent to which the distance learning goals are achieved, and uses the results of its evaluations to enhance the attainment of the goals.
- Faculty responsible for delivering the distance learning courses and evaluating the students' success in achieving the online learning goals are appropriately qualified and effectively supported.
- USTF provides effective services to support students enrolled in distance learning.
- USTF provides all necessary resources to support and to expand its distance learning offerings.
- USTF assures the integrity of its distance learning offerings.

F. Policy Details

1. University Responsibilities

a. Quality Assurance

- USTF is committed that all courses delivered to students through distance learning are evaluated through a quality assurance process.

- USTF faculty are responsible for delivery of distance learning courses at the highest quality possible. Faculty are also engaged in the quality assurance process to ensure that courses taught are rigorous, and instruction is of high quality and like what students would receive in face-to-face classes.
- USTF faculty provide reports on the courses they teach through distance learning, stating advantages and short comings.
- The quality assurance process will be coordinated through the Office of Planning and Institutional Effectiveness (OPIE) at USTF.
- Feedback will then be sent back to the faculty who delivered the course and suggested enhancement will be made.
- Upon closing of the student evaluation period, student evaluations from online classes will be provided to the OPIE for review. This will allow issues to be addressed, best practices to be uncovered, and more pertinent and effective faculty training opportunities to be developed.

b. Faculty Development

Teaching with technology requires a commitment to adaptation, as change occurs across chosen platforms, student devices, and institutional tools and resources. For this reason, it is crucial that faculty teaching distance learning courses be continually advancing their own professional skills. USTF provides ongoing professional development seminars and workshops for faculty and teaching assistants. The Faculty Development Plan seeks to provide pertinent professional development opportunities to meet the needs of faculty teaching distance learning courses and will host several sessions throughout each semester. Topics of the faculty developed plan include, but not limited to the following:

- e-advising, e-archiving, and e-course files.
- Workshop on advanced applications of Moodle LMS in teaching, learning and testing.
- Workshop on new teaching and learning methodologies and assessment instruments.
- Training on courses delivery through distance learning.
- Use of E-learning technology in assignments, projects, and other learning purposes.
- Application of Moodle LMS for preparation of quizzes and exams.
- The Distance Learning Development Committee (DLDC) at USTF had developed guidelines manual for the use of online learning systems (OLS) in distance learning sessions.

c. Online Learning Resources

- Materials of all courses taught at USTF are available on Moodle LMS since the beginning of the semester. These materials are available and accessible by all students registered in the course.
- The distance learning materials are available to students and faculty for revision after the meetings.

d. Student Orientation

- All students enrolled in USTF are provided with Moodle Student Orientation at the beginning of the semester.
- All USTF students are familiar with the Moodle LMS and have access to the materials of the courses they registered.
- Student manuals on distance learning are available for all students, in Arabic and English versions.

e. Distance Learning Services

- Technology is in place to communicate with the students and conduct classes through distance learning.
- Faculty and assisting staff are aware and trained to use the required technology for delivering distance learning classes.
- USTF has prepared manuals, for both faculty and students, explaining how to use the Moodle LMS and Webex OLS.
- Students have adequate access to the range of services appropriate to support the courses offered through distance learning.
- Students enrolled in distance learning courses have the necessary equipment and are provided with the required guidelines for using the online technology.
- USTF students participate in assessment of the distance learning experience, eLearning, and Distance Learning Assessment form, and results are analyzed and used from improvement.
- USTF faculty upload educational materials for the courses they teach for students to study and review anytime.
- USTF has Offices of IT and e-Learning providing help to students, faculty, and staff.

f. Facilities and Finances

- USTF has the technical expertise and the appropriate equipment required for distance learning.
- ESTF provides adequate funding for faculty, staff, services, and technical infrastructure to support distance learning.

2. Faculty Responsibilities

- Preparation of educational materials used for distance learning.
- Course delivery through distance learning, according to the timetable approved at the beginning of the semester.
- Assessment of students through quizzes, assignments, homework, exams as well as class participation.
- Engage students in class through discussion questions, group learning, problem solving and presentations.

3. Student Responsibilities

a. Student Attendance

- One critical responsibility of students engaged in distance learning courses is to attend classes on schedule.

- Attendance of classes is compulsory for all courses and USTF face-to-face attendance rules shall also apply to distance learning classes.

b. Student Disciplinary Norms

- Be professional as you communicate. Reread your written text before posting or emailing. In much of the corporate world, writing in all caps is considered yelling and, therefore, is not acceptable in any online communication, nor is texting lingo.
- Be considerate. Think about how your words affect others.
- Be respectful of the opinions of others and respect your instructor.
- Be calm. Try to keep your emotions out of class.
- Humor and sarcasm. Because there are no visual cues in distance learning, humor and sarcasm are impossible to discern. Be very careful when interjecting humor and refrain from using any remarks that are sarcastic in nature.
- Harassment and other offensive behavior. The online learning environment is no place to harass, threaten, or embarrass others. Comments that can be viewed, as offensive, or racially motivated will not be tolerated.
- Offensive material. Students may not post, transmit, promote, or distribute content that is racially, religiously, or ethnically offensive or is harmful, abusive, vulgar, otherwise potentially offensive.
- Copyrights and intellectual property. Plagiarism will not be tolerated. Ideas that are copied should always be cited correctly.

II. Procedures

- The Moodle LMS is already in use at USTF. Both students and faculty are aware with the package, trained on it and have already used it for years.
- USTF has allocated the financial resources needed for participation of all faculty and students in the usage of WebEx OLS, which is currently in use at the University.
- USTF E-Learning Office has offered training to all faculty and teaching assistance on the use of WebEx OLS and its linkage to the Moodle LMS for delivering the courses they teach through distance learning on-campus and off-campus.
- USTF has produced manuals for faculty, teaching assistants and students on the usage of the Moodle LMS and the WebEx OLS, and their use in distance learning.
- USTF has provided all facilities required for training of faculty, teaching assistants and administrative staff for delivering distance learning courses.
- USTF has integrated the eMada System, Moodle LMS and WebEx OLS to host online meetings between instructors and students, monitor students' attendance, and recorded online educational activities for students and faculty to return to when needed.
- USTF is offering courses, labs, and tutorial sessions through distance learning according to the approved timetables.
- USTF is collecting feedback from student, faculty and staff for assessment and quality assurance of distance learning.

Related Policies

- Online exams policy
- Distance Learning Faculty Qualification Policy
- Distance Learning Faculty Roles and Responsibilities Policy
- Distance Learning Staff Roles and Responsibilities Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Distance Learning Faculty Roles and Responsibilities Policy

Policy Name	Distance Learning Faculty roles and responsibilities Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy

Policy Statement

The purpose of this Policy is to set out guidelines, rules, and procedure for faculty members in the development of distance learning programs and courses. To comply with UAE and MoE regulations as well as USTF related policies and procedures**.**

Policy Purpose

- Set out role and responsibilities for faculty member.
- Provide general guidelines for the distance learning to support the process during the following steps:
  - Guidelines for ensuring effective participation of all students, and interaction between faculty and students, during online sessions.
  - Student engagement throughout distance learning teaching environment.

Procedures

Faculty Member Roles and Responsibilities

- The faculty member is responsible for preparing the course materials to be used during hybrid mode delivery.
- The faculty member must abide by USTF rules and regulation related to academic integrity and intellectual property rights. Any external digital material such as video, link, animation, website etc. should be in line with UAE regulations and comply USTF policies and procedures.
- The faculty member is also responsible for familiarizing her/himself with the technical tools, software and techniques adopted by USTF to support distance learning.
- The faculty member must complete all sessions as per the official USTF schedule.
- The faculty member is responsible for the good conduct of the session and should make sure discipline rules are implemented.
- The faculty member is subject to KIC teaching rules and code of conduct applied in traditional delivery mode as per the Faculty Handbook.
- Assessment of students through quizzes, assignments, homework, exams as well as class participation.
- Engage students in class through discussion questions, group learning, problem solving and presentations.

Guidelines for Ensuring Effective Participation of all Students, and Interaction between Faculty and Students, during Online Sessions

a. Effective Participation of all Students

To ensure effective participation of all students during online sessions, University of Science and Technology of Fujairah has taken the following measures:

b. Grade for Class Participation

Class participation of students enriches discussion among students, and between students and the course instructors. Some faculty members teaching online courses are already considering class contribution of students one of the students' assessment tools and assign a grade for class contribution. To increase effective participation of all students in class, USTF asked all faculty members to assign a grade for class participation.

c. Presentations

In distance learning, students can share their screen and a video of themselves talking; attendees can view and hear and ask questions. One consideration is that presenter and attendees need stable, high-speed internet connections for this to be most effective. Presentation format and structure can likely be identical or nearly identical to what students would have done in class. Online student presentations can enrich learning activity for presenters and their peers.

d. Group Discussion

Group discussion is a method of teaching involving the instructor and students to define the problem and seek its solution. It is a constructive process involving improvement of listening, thinking, and speaking abilities of the student.

e. Case Studies

Cases are narratives, situations, select data samplings, or statements that present unresolved and provocative issues, situations, or questions. The case method is a participatory, discussion-based way of learning where students gain skills in critical thinking and communication. Case studies are often seen in the professional schools of medicine, law, and business. The case study method is now used successfully in disciplines such as engineering, chemistry, education, and mass communication. Students can work through a case during class as a whole or in small groups.

f. Problem solving

Many instructors in engineering, math and science have students solve problems. But are those students solving true problems or exercises? The former stresses critical thinking and decision-making skills whereas the latter requires only the application of previously learned procedures. True problem solving is the process of applying a method, not known in advance, to a problem that is subject to a specific set of conditions and that the problem solver has not seen before, to obtain a satisfactory solution. Common problem-solving strategies are compute; simplify; use an equation; make a model, diagram, table, or chart; or work backward.

g. Recording of Online Sessions

Recoding online lecture enable students who cannot be physically present to watch a lecture online and hear their instructors speaking about a topic. During intense revision periods lecture records can be very beneficial for students to be able to revisit or catch up on lectures and to navigate easily to the content they need. As different students prefer to learn in different ways and at different paces, giving them the flexibility and control to view a lecture in their own time means those students who find it difficult to learn from lectures have an alternative method of delivery to suit their learning style.

Faculty-Student Interaction during Online Sessions

a. The Moodle

The Moodle learning management system (LMS) is extensively used for years at USTF. The system is the prime tool for faculty-students interaction. The Moodle system is used for, but not limited to, (1) course announcements, (2) submission of homework, assignments, and research papers, (3) uploading of course materials and learning resources, (4) conduction all types of exams.

b. Online Learning Systems

Webex, in addition Microsoft Teams, is the main system used online lecturing, exams monitoring, office hours and meetings at all levels in USTF. The system is used in conduction and supervision of exams and for recording online sessions.

c. Interactive Teaching Methods

Interactive teaching allows interaction between faculty and students. Students' feedback is a great opportunity for increasing interaction during online sessions. Socializing the course and combining the teaching material with gamification makes the course more interactive and interesting to students. Having the students contribute their knowledge by making resources or hosting online group study sessions empowers them. Task-based learning can provide senior students with a real, relevant outcome which can be shared with other students. Beer evaluation by enabling learners to review each other's work reinforces their understanding of what they are doing and encourages a culture of sharing which can be valuable in spreading best-practice.

Guidelines for students' engagement

By increasing online students' engagement, the faculty member increases their level of satisfaction and their actual learning. The following steps increase online student engagement:

a. Introduce students to the Distance Learning Experience

A faculty member must give students an introduction to the distance learning, the Moodle learning management system (LMS), and the online course he is teaching. A faculty takes students on guided video tour through the LMS, pointing out the different features and functionality, showing them how to find materials, assignments, and assessments, and how to communicate with him instructor and their fellow students using this platform.

b. Review of Course Learning Outcomes

The instructor should review the learning outcomes for the course. These learning outcomes are included in the course description and students should know what to expect and whether the course is right for them. The instructor must inform students what they will be able to do after taking of the course, not what information the curriculum contains. Instructors should explain the purpose of each course activity and connect it to the learning outcomes for the course. If students know why they are doing an activity and how it will impact them, they are more likely to work hard for completion of these activities.

c. Feedback

Feedback helps students feel a sense of progress. Instructors and students must fill the questionnaires loaded, by the Office of Institutional Planning and Effectiveness (OIPE), on the Moodle LMS regarding the assessments of the course, instructor, academic advisors, and the course learning outcomes (CLOs). The instructors should make use of the assessment results for improvement of course delivery and attainment of the CLOs.

d. Create a Distance Learning Environment

Instructor must emphasize the value and importance of student in the course. Provide multiple opportunities for student to student, student to content, and student to instructor activities in-class and online. Instructor should keep students active in-class and online. This is critically important and includes more than just listening to lectures and taking tests. Faculty Provides group and individual activities that require students to analyze ideas and issues, express themselves in meaningful ways, compare their experiences with others, and reflect on their achievements. Instructor must establish communicating with students, using multiple channels of communication and encourage students to use them too.

e. Provide Active Learning Opportunities

One way to engage online learners is to get them out of their chairs and get them involved in active learning. Faculty can assign their online students to interview people working in the field, or to otherwise bring their learning out into the community where they live. Case studies, group projects, or gathering and analyzing local data are just a few of the many examples of active learning.

Related Policies

- Online exams policy
- Distance Learning Faculty Qualification Policy
- Distance Learning Policy
- Distance Learning Staff Roles and Responsibilities Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Distance Learning Staff Roles and Responsibilities Policy			
Policy Name	**Distance Learning Staff Roles and Responsibilities Policy**		
Policy Owner	**Vice Chancellor for Academic Affairs**	**Reviewed**	**Annually**
Approved By	**Council for Academic Affairs**	**Approval Date**	

Policy

Policy Statement

The purpose of this Policy is to set out guidelines, rules, and procedure for staff members in the development of distance learning programs and courses to comply with UAE and MoE regulations as well as USTF related policies and procedures**.**

Policy Purpose

- Set out role and responsibilities for staff member.
- Provide general guidelines for the distance learning to support the process during the following steps:
  - Guidelines for ensuring effective participation of all staff members, and interaction between USTF faculty, staff, and students, during online sessions.
  - Staff engagement throughout distance learning teaching environment.

Definitions

- **Distance Learning.** Instruction between an instructor and students when they are separated by physical distance, and communication is accomplished by one or more technological media. Interaction between the instructor and students is regular and substantive.
- **Staff.** The university staff involved with distance learning processes such as IT supervisor, e-Learning supervisor, and IT technical support personnel.
- **Learning Management System (LMS).** A platform used for the development and delivery of educational courses and programs. USTF uses Moodle LMS.
- **Online Learning System (OLS).** A learning system provides individuals and groups with the ability to meet and learn through Information and Communication Technology (ICT) tools.
- **USTF Office of e-Learning.** An office at the University of Science and Technology of Fujairah (USTF) offering online training courses, supervising LMS technology and cloud services to help USTF affiliates to maximize their e-learning skills and productivity.
- **Hybrid Mode of Education.** Means blending the distance learning systems and the face-to-face learning on campus.

Policy Details

- The distance learning staff assist faculty, students, and university community in all e-learning tools and platforms such as learning management system (LMS) in course building and maintenance, communication platform (MsTeams) setup, Lockdown browser and Pespondus Monitor configurations.
- The distance learning staff is responsible for training the faculty, students, and university community on using the e-learning tools and platforms with any new updates or for new faculty, student, and staff joining the university.

- The distance learning staff is responsible for preparing the user manuals related to e-learning tools and platform.
- In addition, the IT staff give a fully technical support to all distance learning stakeholders through Helpdesk service.

Procedures

- With the help of IT and e-Learning staff, USTF is now offering courses, labs, and tutorial sessions through distance learning according to the approved timetables.

Related Policies

- Online exams policy
- Distance Learning Faculty Qualification Policy
- Distance Learning Policy
- Distance Learning Faculty Roles and Responsibilities Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Faculty-Authored Book Policy and Procedures

Policy Name	Faculty-Authored Book Policy and Procedures		
Policy Owner	Curricula and Study Plans Committee	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Policy Statement

Recent Developments have increased the creation and dissemination of textbooks authored by faculty within the University for use in their own classes or for use by and benefit of their department. The University recognized the need to formulate the Faculty Authored Texts policy to reflect the changes in publication opportunities and to minimize the cost of textbooks to students.

Policy Purpose

The purpose of this policy is to:

- show USTF's dedication to the advancement of knowledge, learning and understanding in the service of the University community; and
- formalize faculty contribution to sciences and arts and reward faculty active in research and scholarly activities.

Definitions

- **Conflict of Interest:** A conflict of interest occurs when a professional decision is determined or influenced by the possibility of personal financial or professional gain or results in an improper advantage to an associated entity.
- **Co-Authored Book:** Co-authored book, for the purpose of this policy, shall mean entire or parts of textbooks authored by two or more faculty or staff members at USTF or with persons outside the University.
- **Department Committee:** Refers to a committee designated by a department to review the use of self-authored textbooks. Each Department makes the determination of the appropriate committee within its governance structure.
- **Faculty Authored Book:** Faculty authored book shall mean entire or parts of textbooks or manuscripts authored by a single faculty or staff member at USTF, or a collaborative authoring of textbooks by several faculty or staff members, at least one of whom is employed at USTF.
- **Faculty Author:** Any person, whether full or part time, who teaches a class or coordinates multi-section courses and who has written and produced materials covered under this policy.
- **Royalty:** A payment, honorarium, or anything or monetary value received for the production and/or subsequent distribution of a product.
- **University:** University of Science and Technology of Fujairah (USTF).

Policy Details

The authoring of textbooks is a common and encouraged outcome of faculty research and instruction activities. The selection and use of books is essential to academic freedom and, therefore, such decisions should remain primarily with the faculty. However, potential conflicts of interest may occur when a faculty member requires or recommends self-authored

materials for the course, he/she is teaching, and where the sale of such material results in financial gain for the faculty member. Such a practice requires careful review and monitoring. Faculty Authored, Co-Authored, and Customized textbooks must be approved through the process outlined in this policy if they are required or recommended in the faculty author's courses, and if they produce a financial benefit for the faculty author(s). Books produced for sale to students must be approved through this process if they create a financial benefit to the faculty author(s).

During the review and approval process for textbooks covered under this policy, consideration shall be given to the following:

- appropriateness of the text for the course(s) in question;
- extent to which the text is used outside the University;
- cost effectiveness to the students; and
- compliance with other University policies.

Contracts/agreements for publishing textbooks are personal agreements between university and faculty author(s).

Responsibilities

- A college ad hoc committee is formed by the department head and designated to review the quality and useability of self-authored textbooks. Each Department determines the appropriate committee within its governance structure.
- The university curricula and study plans committee is responsible for approving the completed adoption approval and royalty disclosure forms, submitted to the committee by the college dean.
- Faculty Author(s) is responsible for completing and submitting the Adoption and Royalty Disclosure form for every textbook covered under this policy prior to assigning the textbook in a course for which they are responsible and resubmitting a new Adoption Approval and Royalty Disclosure (AARD) form if needed beyond the three-year approval period.
- The Department committee charged with reviewing the use of textbooks authored by USTF faculty is responsible for reviewing all textbooks covered under this policy and created by faculty author(s) teaching a course(s) in their department and recording its decision on the AARD form and submitting the form to the department head.
- The Department head is responsible for ensuring the appropriate process is followed for the adoption of textbook authored by faculty, reviewing and approving completed AARD forms and maintaining the original, completed forms.
- The college dean Provides an oversight and administration of the overall process and maintains a copy of completed adoption approval and royalty disclosure (AARD) forms in his office.

Procedures

If a faculty-authored or co-authored a textbook is being considered as a required or recommended text for use in the faculty author(s) course, the following procedure applies prior to the adoption of the textbook:

- Faculty author(s) will submit the Adoption Approval and Royalty Disclosure form and a copy of the textbook or educational material to the Department Chair.
- The Department Chair will form an ad hoc committee of the Department faculty members charged with the responsibility to review such requests.
- The Department committee will consider the following in its review:
  - appropriateness of the textbook for the course in question;
  - the extent to which the textbook is used outside the University;
  - the cost effectiveness to the students; and
  - compliance with other University policies.
- The Department ad hoc committee will indicate approval of the use of the textbook on the Adoption Approval and Royalty Disclosure form. If the Department committee does not approve the request, they shall attach reasons for their decision. The faculty author(s) will submit the Adoption Approval and Royalty Disclosure Form to the Department Chair for review and approval.
- If approved, the Department Chair will forward the Adoption Approval and Royalty Disclosure form to the College Dean for review.
- The College Dean will forward the Adoption Approval and Royalty Disclosure form to USTF Curricula and Study Plans Committee for approval.
- The faculty author(s) will be provided with a copy of the signed form.
- Faculty author(s) may appeal the decision to the College Curriculum Committee by submitting the completed and signed Adoption Approval and Royalty Disclosure form plus additional documentation that addresses the reason for denial.
- The College Ad hoc Committee must have a quorum and the decision will be based on the votes of majority of the members present. No further appeals are possible.
- The completed form will be filed in the Department office with a copy in the Dean's Office.
- Approvals are valid for three years.

Related Policies

- Intellectual Property Policy
- Information Resources Policy
- Research Publication Compensation Policy

Document History

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V 1.0	14/10/2020	Approval as a New Policy	Curricula and Study Plan Committee	VCAA	BOT
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Faculty and Staff Evaluation Policy

Policy Name	Faculty and Staff Evaluation Policy		
Policy Owner	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Reviewed	Annually
Approved By	Office of Institutional Planning and Effectiveness	Approval Date	

I. Faculty Evaluation Policy

A. Policy Statement

University of Science and Technology of Fujairah (USTF) conducts regular evaluation of faculty performance to ensure academic effectiveness. In accordance with the faculty contract, the criteria for reappointment and promotion include evaluation of faculty competency in teaching, research, and service.

B. Policy Purpose

The purpose of this policy is to provides indicators that assess levels of faculty members performance and the extent to which this performance supports the University Strategic Plans. The faculty evaluation process generates a detailed report rating the faculty performance, outlining strengths and points of possible improvement in the faculty performance, gives direction for future planning, and identifies the resources needed to support faculty development.

C. Policy Scope

This policy applies to all Applies to all faculty members and instructors.

D. Faculty Self-Assessment Report

Faculty members are required to submit the Faculty Self-Assessment Report (FSAR) to the college deans at least two months before the end of the academic year. The FSAR enables USTF faculty members to document their contributions in teaching, research, and service to the University and community. The FSAR is intends to illustrate the followings:

1. Highlight the faculty achievements and contributions teaching, research, and service for the current academic year.
2. The FSAR is one of the tools used for annual assessment of the faculty performance appraisal, and to evaluate the extent to which the faculty fulfilled their job requirements.

The FSAR is provided in **Appendix 1.**

E. Faculty Performance Review

USTF is committed to faculty development through faculty development plans designed to meet the University expectations. Different evaluation tools of each faculty member are pre-requisites for faculty development. The Office of Institutional and Effectiveness (OIPE) continuously provide faculty members with feedbacks about their performance through various channels. The purposes of continuous faculty evaluation are to:

1. Provide all resident faculty with timely information regarding the extent to which they are meeting their stated objectives, as well as the college and University expectations of performance.
2. Identify the weak areas in performance of a faculty member that may need further improvement.
3. Provide a baseline for discussions of performance between the faculty member, the department head, and the college dean.
4. Assist faculty members to attend appropriate workshops and seminars and relevant to faculty development needs.
5. Reward faculty members who exceed college and University expectation in areas of teaching, research, and service.
6. Determine the eligibility of a faculty member for contact renewal.

For more details on Faculty Performance Review, refer to **Appendix 2.**

F. Additional Faculty Evaluation Tools

In addition to the FSAR, USTF faculty overall performance assessment also includes the following evaluation tools:

1. Students' course assessment report.
2. Students' evaluation of academic advising.
3. Any other material provided by the faculty member, the Department Head or the College Dean, which could help in evaluation.
4. Peer review reports, where appropriate.

G. Criteria of Faculty Performance Review

Faculty performance assessment is based on three main criteria, which are teaching, research, and service to the University, to the profession, and to the community. Refer to **Appendix 2** for details.

1. Teaching Evaluation Criteria

Teaching is the core function of the faculty member. USTF Faculty member must describe their achievements and contributions in the following aspects of teaching activity.

a. Design sound course and delivery, appropriateness of course structure, thorough and current command of the subject matter, appropriate teaching techniques and methodologies, consistency with courses and program learning outcomes.
b. Develop new program and courses, course syllabi and content updating to incorporate advances in the discipline and currency of course teaching materials and approach.
c. Use of technology and participant-centered techniques to enhance learning.
d. Adopt and promote active self-learning including class activities and assignments that develop students' deep knowledge, skills, and competencies.
e. Design appropriate and relevant student's assessment tools including examination questions, projects, case studies, assignments, reports, essays and presentations.
f. Respect of students, effective response to student questions, timely evaluation of tests and assignments and provision of feedback to students.
g. Supervise of undergraduate student's graduation projects.

2. ***Research Evaluation Criteria***

USTF expects high quality research and scholarly activities from each faculty member. An USTF faculty is expected to publish at least two peer reviewed research papers in reputable journal each academic year. USTF Faculty should document their achievements and contributions in the following aspects of research and scholarly activity:

a. Creative work and publications include published research papers, accepted papers or papers submitted to refereed journals, published books, book chapters, monographs, and publications in refereed conference proceedings.
b. Editorial board membership or membership of conference organizing committees.
c. Refereeing of academic articles, citations of published papers or conference presentations.
d. Supervision and examination of graduate research, such as Master and Doctoral theses, within and outside the UAE.
e. Research projects, internal and external research grants.

3. ***Service Evaluation Criteria***

a. ***Service to the University*** includes administrative positions held, membership of committees at the department, college and university levels; recruiting of faculty and students, providing professional development workshops and training to faculty and staff; organizing conferences, serving in partner organizations boards, participating in fund raising campaigns and establishment of external connections and partnership.
b. ***Service to the Profession:*** Advising students, involvement in student clubs, mentoring and helping senior students in job placement and applications to graduate studies, providing research experience and other assistance for undergraduates and contributions to Doctorate and Masters' theses.
c. ***Service to the Community:*** Presentation to community groups, writing articles for newspapers, media interviews, professional activities undertaken as a practitioner or a consultant, volunteering in community activities, serving in community boards and membership of non-government organizations (NGOs).

All colleges are required to implement the guidelines of the faculty performance review policy. However, some flexibility will be granted to departments and colleges to accommodate their own specific requirements in their faculty performance evaluation. However, the weight of teaching in the overall faculty performance evaluation should not be less than 40% and the weights of Research and Service should not be less than 20% each.

H. Overall Performance Review of the Faculty Member

The performance of faculty members in each of the three components will be rated as ***Excellent*** **(5 points)**, ***Very Good*** **(4 points)**, ***Good*** **(3 points)**, ***Satisfactory*** **(2 points)** and ***Unsatisfactory*** **(0 points)** based on the *Evaluation Criteria* defined in **Appendix 2.**

I. Faculty Performance Review Process

1. A faculty review is conducted by the program supervisor or the department head. Each faculty supervision, including the program supervises or the department heads are submitted to the college dean for approval or re-evaluation, within reason. The college dean shall decide on:
   a. The relative weight of teaching, research, and service activities for faculty performance evaluation.
   b. Review marks distribution within each of the three review criteria; teaching, research, service, proposed by each department head. The dean might discuss the evaluation of the faculty members with the department heads.
2. It is the responsibility of the department head to complete the faculty evaluation form and append it to the faculty self-assessment report (FSAR). The scoring will be shared with the faculty member. If the latter disagrees with the evaluation proposed by the department head and believes that it does not adequately reflect his/her performance, the case will be referred to the college dean.
4. The faculty member is required to sign the FSAR and the evaluation form to acknowledge receiving the decision regarding his evaluation by his college. In case he/she disagrees with the assessment, he/she may append a written statement or follow the grievance procedure.
5. The dean shall submit the performance evaluation results with his final recommendations to the vice chancellor for academic affairs for approval.

II. Staff Evaluation Policy and Procedures

A. Staff Evaluation Policy

1. USTF performance evaluation program has been established to enable each employee to receive regular feedback on his/her job performance, to assist him/her to become more effective in his/her position and to inform supervisors of the Employee's career aspirations.
2. The principal objectives of performance evaluation are to:
   a. evaluate and improve performance,
   b. facilitate mutual feedback and communication between the employee and his supervisor,
   c. develop or modify objectives, and the means to implement those objectives,
   d. plan professional development and training,
   e. ensure job descriptions are accurate,
   f. provide a basis for salary recommendations.
3. The director or manager of the employee is strongly encouraged to discuss job performance and goals on an informal, day-to-day basis.
4. Human Resources is responsible for providing departments with a list of employees to be evaluated at least two (2) months in advance of the employees' appointment date. If requested, Human Resources will also provide a copy of a current job description.

B. Staff Evaluation Procedures

1. The supervisor and the employee being evaluated will both fill out the pertinent section of the employee evaluation form and then meet to review each section of the form in detail.
2. After the evaluation interview, the supervisor will complete the evaluation form. The employee will review the form, add any comments he/she may wish to make, and sign the form. The supervisor will then also sign the form.
3. The evaluation form will be forwarded to the next higher administrative level for review, comment, and signature.
4. Completed and fully signed forms will then be sent to Office of Human Resources with copies routed to the employee and to departmental files.

Appendix (1)

Faculty Self-Assessment Report (FSAR)

Personal Information

Name .....
Academic rank .....
Department.....
College .....
Joining date .....
Title .....

Important notes

- As per USTF policy, the assessment of faculty performance is based on Teaching, Research and Service.
- The main purpose of the FSAR is to provide one of the bases for the annual faculty member performance assessment.
- It is compulsory for all faculty to fill and submit this Faculty Self-Assessment Report (FSAR).
- The faculty member must ensure that all course files with their ICARs are submitted on time at the end of each semester.
- The faculty member is advised to read USTF this faculty evaluation policy before filling and submitting the FSAR.

1. Teaching

One of the most important factors in the teaching evaluation of faculty members is Course Files that shall also include the Instructor Course Assessment Reports (ICARs; **Appendix 3).** All faculty members are required to submit a Course File for each of courses they taught at the end of each semester. In addition, USTF faculty must describe their achievements and contributions in teaching activity of the courses they taught during the last two semesters.

a. Courses Taught

Spring Semester

Course Code	Course Title	Number of Students

Fall Semester

Course Code	Course Title	Number of Students

b. **Contribution in course design and delivery**

c. **Contribution in program/curriculum development**

d. **Use of technology and modern methodologies to enhance teaching.**

e. **Supervision of undergraduate students' graduation projects and/or graduate theses and dissertations (Master and PhD)**

f. **Other teaching accomplishments and contributions**

2. Research

USTF faculty should describe their achievements and contributions in the following research and scholarly activities.

a. **Articles/Papers (published, accepted, or submitted) in refereed journals and/or creative work.**

b. **Articles/Papers (published, accepted, or submitted) in refereed conference proceedings.**

c. **Books/Chapters of book (published, accepted, or submitted)**

d. **Supervision and examining of postgraduate theses and dissertations (Master or Doctoral)**

e. **Research projects, and internal and external research grants**

f. **Other research accomplishments and contributions**

3. Service

USTF faculty should describe their contributions to services of the University, profession, and community.

a. **Contributions to USTF visibility**

b. **Professional activities undertaken as a practitioner or consultant.**

c. **Volunteer work for the community**

d. **Other services that provided recognition to the University**

Comments of the Faculty member

Signature of the Faculty Member: **Date:**

- Signature of the faculty member does not necessarily indicate that he agrees with his evaluation by the Department Head.
- Signature of the faculty member only indicates that he has had the opportunity to review the evaluation and that he has discussed the content with his Department Head. The faculty members reserve the right to submit a written objection to this evaluation by the Department Head to the College Dean within ten working days of this signature of the FSAR.

Comments of the Department Head

Signature of the Department Head **Date:**

Comments of the College Dean

Signature of the College Dean **Date:**

Comments of Vice Chancellor for Academic Affairs

Signature of the Vice Chancellor for Academic Affairs **Date:**

Appendix (2)

Faculty Evaluation Criteria

The purpose of evaluating faculty members

In line with the commitment to University of Science and Technology of Fujairah (USTF) to develop faculty members, and to realize its vision, mission and strategic plan, the university provides an ongoing evaluation of its faculty members using standard tools agreed upon between most of the national, regional, and international universities, which is the assessment of the performance of the faculty member in its main areas of activities, including:

1. Teaching
2. Research
3. Service

Evaluation objectives

1. Using the evaluation results as one of the important tools for renewing the contract with the faculty member.
2. Helping the University in setting plans and programs for developing faculty members.
3. Determining the performance aspects of a faculty member that may need improvement.
4. Providing feedback from students and the University to the resident faculty members about the extent to which they meet the College and University expectations of them.
5. Providing the information necessary to guide the discussion about performance between the faculty member, the department head, and the college dean.

Evaluation steps

1. The faculty member fills in the form that expresses a set of goals that he wishes to achieve during the academic year.
2. The faculty and the head of the department discuss the goals, and agree on the outcomes of teaching, research, and university and community service.
3. Determine the weight that a faculty member desires for each activity (teaching, research, and service).
4. The department head, or dean, collects data related to the three activities based on the actual performance of each faculty member.
5. The department head assesses the three activities and discusses the results with the faculty member who approves and signs them or discuss them with the dean.

Guidelines

The evaluation criteria given below is for faculty members holding terminal degrees. The evaluation is based on performance in three categories; teaching, research, and services. Teaching weight should be between 40% and 50% while research weight should be at least 30%, and the service weight is not less than 20% of the final evaluation rating in line with USTF policy.

A Faculty Member who joins the University after the start of the academic year should meet with their HoD at the beginning of the joining semester to reach an understanding about the percentage that will apply.

For Classroom/Lab courses, the availability and quality of the course file, instructor course assessment report, student evaluations and peer review of teaching shall be the basis of evaluation for Teaching. Any other evidence used must be made known to the faculty member.

The performance of faculty members in each of the three components will be rated as ***Excellent*** **(5 points)**, ***Very Good*** **(4 points)**, ***Good*** **(3 points)**, ***Satisfactory*** **(2 points)** and ***Unsatisfactory*** **(0 points)** based on the *Evaluation Criteria* defined in the tables below.

The overall score (out of 5) of the faculty performance is calculated as the weighted average of the ratings of the three components, as follows:

$$Overall_score = \text{Teaching_rating} * \text{Teaching_weight} + \text{Research_rating} * \text{Research_weight} + \text{Services_rating} * \text{Services_weight}$$

As an illustration, if the weights and ratings of a faculty member are as follows:

Component	Teaching	Research	Services
Weight	**50%**	**30%**	**20%**
Rating	**Very Good (4)**	**Very Good (4)**	**Excellent (5)**

Overall score = 4*0.5 + 4*0.3 + 5*0.2 = 4.2 (**Very Good**)

The overall rating is determined according to the following table:

No.	Merit	Score	Conditions
1	**Unsatisfactory**	0.0	If any of the three components is rated Unsatisfactory
2	**Satisfactory**	$2.0 \leq \text{Overall_score} < 3.0$	
3	**Good**	$3.0 \leq \text{Overall_score} < 4.0$	
4	**Very Good**	$4.0 \leq \text{Overall_score} < 4.5$	Research rating is at least Good
5	**Excellent**	$\text{overall_score} \geq 4.5$	Research rating is at least Very Good

Evaluation Criteria

Teaching

Evaluation Weighting: Teaching will count as [ ]% *(HoD to complete)* of the overall performance rating. (*This is the percentage previously discussed with the Faculty Member.)*

Rating	Criteria
Unsatisfactory	A faculty member who fails to meet the criteria for satisfactory teaching. Indicators for this rating include the following: Faculty member does not provide feedback for examinations and other coursework in a timely manner Faculty member is not regularly available to students at posted office hours. Faculty member does not provide instructor course assessment report(s) and course file(s) in a timely manner Faculty member obtains student evaluations consistently below department/college averages
Satisfactory	A faculty member who meets minimum teaching expectations. A faculty member who earns a satisfactory rating in teaching (slightly below the college average) is expected to achieve all the following: Meet the class at scheduled times unless there are extenuating circumstances. Available in his/her office during posted office hours unless there is an unavoidable conflict. Prepare examination questions and other coursework that appropriately cover CLOs. Provide timely feedback for examinations and other coursework. Effectively coordinate with other colleagues involved in team teaching a course or multiple sections of a course. Effectively manage clinical teaching duties and control clinical activities. Prepare and submit instructor course assessment report(s) and course file(s) of the course(s) taught in a timely manner.
Good	A faculty member who performs above satisfactory levels. The faculty member consistently strives to foster a positive learning environment. The faculty member obtains student evaluations that are equal or better than the college average. The faculty member meets the criteria for satisfactory teaching, and additionally meets any three of the following: Effectively supervise student dissertations/theses (where applicable). Readily available to students at times other than university mandated office hours for discussion and counseling. Show evidence of continuous improvement of the content and delivery of all courses taught. Adjudged in his/her peer review of teaching to be an excellent teacher. Effectively coordinate with adjunct faculty, at HoD request, to ensure that the latter meets teaching requirements. Verifiably try new pedagogical methods and technologies. Actively participate in at least one faculty development initiative focused on teaching and learning. Develop and/or successfully deliver a new program or course in support of the department or college mission. Share teaching best practices from conferences or workshops with faculty colleagues.

	Actively participate in interdisciplinary/interdepartmental curriculum integration. Mentor new and/or junior faculty. Actively participate in program, college, or university accreditation efforts.

Rating	Criteria
Very Good	A faculty member who is verifiably recognized by students and his/her line manager as a very good teacher. The faculty member consistently obtains student evaluations above the college averages, with a score higher than 80%. The faculty member meets the criteria for satisfactory teaching, and additionally meets any five of the "good" criteria.
Excellent	A faculty member who is clearly excellent in the classroom compared with his/her colleagues. The faculty member consistently obtains student evaluations that are significantly higher than college and department averages in all the courses he/she teaches with a score higher than 85%. The faculty member meets the criteria for satisfactory teaching, and additionally meets at least seven of the "Good" criteria.

Course File

The course file is a compulsory CAA and USTF requirement because it reflects the quality of teaching and must be used in assessment of faculty teaching. The file includes all course materials, assessment tools and the overall course learning outcomes. The course file gives an overall idea about the curriculum, course management and the details needed to make an informed decision regarding the quality of course instructor. Examination of a course file helps making decisions regarding teaching methods, altering or the expanding the curriculum, providing extra learning materials, or employing different teaching methods.

Students' Course Assessment

Course assessment is a critical reflection on course teaching and is essential for developing and enhancing the learning experience of students. At USTF, students' course assessment is one of the main measures for evaluation of faculty performance in teaching.

HoD Rating and Comments on Teaching
☐*Excellent* ☐*Very Good* ☐*Good* ☐*Satisfactory* ☐*Unsatisfactory*
Comments:

Research

Evaluation Weighting: Research will count as [ ]% *(HoD to complete)* of the overall performance rating. (*This is the percentage previously discussed with the Faculty Member.)*

Rating	Criteria
Unsatisfactory	No significant scholarly production during this year and last academic year; i.e. not meeting the "Satisfactory" rating requirements below.
Satisfactory	One accepted/published paper or case study in a C journal, as classified in USTF Guidelines for Research Publications, during this and the last academic year Or Publication of a full paper in **Scopus indexed** conference proceedings during the academic year. Or One refereed creative work or exhibit during the academic year as listed in the following List of Creative Outputs Or **wo of the following during the academic year:** Presentation of a paper in an approved conference (based on an Abstract). Significant development of a research project as attested by the College Research Committee. Approval of internal research grant. Publication of a book or a book chapter with a reputed publisher. Approval of internal research travel grant.
Good	One accepted/published paper or case study in a B journal, as classified in USTF Guidelines for Research Publications, during the academic year, **or** One refereed creative work or exhibit during the academic year as listed in the following List of Creative Outputs, **and** **One of the Following during the academic year:** Publication of a full paper in **Scopus indexed** conference proceeding. Publication of editorials or research comments in professional or academic publication. Publication of a book or a book chapter with a reputed publisher, as per criteria outlined in USTF Guidelines for Research Publications. Approval of internal research grant. Approval of internal research travel grant.
4: Very Good	One accepted/published paper or case study in an A journal, as classified in USTF Guidelines for Research Publications, during the academic year, **or** Major refereed creative work or exhibit of national importance during the academic year as listed in the List of Creative Outputs, **and** **One of the Following during the academic year:** Publication of a full paper in Scopus indexed conference proceeding. Co-investigator or PI on an external research grant. Publication of a book or a book chapter with a reputed publisher, as per criteria outlined in USTF Guidelines for Research Publications. Approval of internal research grant Approval of an internal research travel grant
5: Excellent	Two accepted/published papers or case studies in A journal, as classified in USTF Guidelines for Research Publications, during the academic year, **or** One accepted/published paper or case study in an A* journal, as classified in USTF Guidelines for Research Publications, during the academic year, **or**

	One major refereed creative work or exhibit of international importance during the academic year as listed in the following List of Creative Outputs, **and** **One of the Following during the academic year:** Publication of a full paper in **Scopus indexed** conference proceeding. Co-investigator or PI on an external research grant. Publication of a book or a book chapter with a reputed publisher, as per criteria outlined in USTF Guidelines for Research Publications. Approval of internal research grant. Approval of internal research travel grant.

Note:

1. Scholarly books; exclude textbooks used for teaching purposes or practitioners' books. The focus is on books that contribute to research. Practitioner books and textbooks should be included under "Service".
2. Creative works or exhibits are specific to the fields of Architecture, Art and Design only.
3. Creative works or exhibits of international importance: Where it is clear that the particular creative works have impact on international level, or where fellow practitioners independently accredit the creative works as of high quality through formal documented process or significant award or honor.
4. Significant development of a research project should be attested (with a justified evidence) as such by the Head of the College Research Committee.
5. Any accepted/published paper or case study in an approved and indexed peer reviewed journal with a minimum Scopus ranking of Q4, or at least C ranking on ABDC may be counted as a full paper in Scopus indexed conference proceeding.
6. Accepted/published papers or case studies in Arabic journals that are not Scopus-indexed will only be accepted if they are listed in the Arabic journal classification list approved by the University.

List of Creative Outputs

1. Creative work that won national or international architecture, art and design competitions (1st, 2nd or 3rd prize).
2. Design of innovative furniture or other industrial products.
3. Certificate of patent/invention related to architecture, art and design.
4. Creative and innovative design work, such as villas, hotels, malls, shops, coffee shops and restaurants.
5. Demonstrated original art or design exhibitions at national or international level in authorized galleries, museums, governmental or private well-recognized organizations and national or international exhibitions.
6. Completion of architectural project including letter from consultancy or client. Project size and complexity must be part of referees' input.
7. Renovation and restoration of old or historic buildings.
8. Specialized work such as sustainability, feasibility, shading, acoustics or lighting

HoD Rating and Comments on Research

☐*Excellent* ☐*Very Good* ☐*Good* ☐*Satisfactory* ☐*Unsatisfactory*

Comments:

Services

Evaluation Weighting: Services will count as [ ]% *(HoD to complete)* of the overall performance rating. (*This is the percentage previously discussed with the Faculty Member.)*

Service: Faculty evaluation or appraisal in the service domain will be rated as needs improvement, satisfactory, good, very good or excellent. This rating will be objectively evaluated at the end of the academic year. The evaluation process will be based on a written report submitted by the faculty to the head of department supported by documented evidence of his/her performance and tasks accomplished.

Evaluation	Criteria
Unsatisfactory	Not involved in any service activities to college or university. There is no evidence of professional activity at this level. The faculty member does not meet many of the satisfactory level requirements for Service.
Satisfactory	A faculty member that fails to meet minimum expectations for service within the department and college can have their service evaluation reduced even if some higher-level service activities are present, unless otherwise information is provided to the Dean directly from the Chancellor or VCAA based on service assignments. **The minimum expectations for service include the following activities:** Serving on college committees with a positive evaluation from the committee director or other approved alternative demonstrating regular attendance to meetings and contributing to the work and activities of the committees. Effective service on departmental/unit committees as rated by the chair of that committee. Regular attendance at department and college meetings Being a member in a professional organization Providing assigned advisees with academic advising that is judged as effective by unit director (e.g., meeting with interested students and providing knowledgeable curricular advice)
Good	In addition to meeting the minimum expectations for service, a significant level or number of professional or service activities can be used as evidence of satisfactory performance such as the following: **Professional Activity** Attendance at least one professional meeting based on a specific invitation or nomination. Participation in a professional development activity related to the Faculty Development Plan from the previous year. Professional activities are those activities, which contribute to the teaching and/or research capabilities of the faculty member. It must be a documented activity, which is approved by the unit chair. **Community service** Community service judged as significant by department head. Effectively serving on one or more active University committees and/or College judged as being significant by unit chairs. Providing student advising judged as effective (meeting with a significant number of advisees and providing knowledgeable curricular advice) by unit director. Student placement or recruitment activity judged as significant. Serving as a session chair or serving in a voluntary capacity at a significant national or regional conference

	Effectively teaching an assigned overload course or regional campus One outside committee **or** one admin job
Very Good	In addition to meeting the minimum expectations of service, a significant level or number of activities such as those listed below can be used as evidence of above average performance. A faculty member earning a very good in service will meet the minimum expectations for service and typically be engaged in some good level service activities: **Professional Activity** Participating in a faculty internship, or involvement in a project judged as significant by unit director. Organizing a conference, workshop, session, or panel judged as significant by unit chairs/directors. Book and manuscript reviewing judged as significant by department head. Attendance at multiple professional conferences. Holding an office or serving as a member on an active committee or board of a professional organization (i.e., the group met at least once during the year or that the position required some work). Effectively serving on the editorial board of a journal. **Service Activity** Effectively chairing an active departmental committee or task force that is judged as significant by unit director. Effectively leading a special departmental project judged as significant by the unit director. Effectively serving as advisor to an active student club as determined by the members of that club of students. Career advising efforts judged as significant by department head. Serving in a leadership role for student advising. Participation on a department or university committee that required a significant amount of time and effort. Engaging in an above average number of unreported service activities (e.g., extra classes without compensation, etc. One university's Committee **or** one outside committee and another admin job

Excellent	A significant level and number of professional or service activities listed below can be used as evidence of excellent performance. A faculty member earning excellent in service will meet the minimum expectations for service and typically be engaged in some good and very good level service activities. A faculty member earning excellent in service must also be engaged in some internal service activities for the department or college. **Professional Activity** Effectively serve as the editor or assistant editor of a peer-reviewed journal Organizing and successfully presenting a program Effectively serving as member in or chairing a significant university or national committee Effectively serving as a chair at a national or regional conference Organizing and successfully presenting a conference, workshop, session, or panel judged as outstanding by unit director. **Service Activity** Effectively heading a college unit and submitting an annual report summarizing the activities and accomplishments of the unit. Effectively serving as advisor to a student organization where a significant time commitment is required: i.e., working with a student group on a major project as determined by the members of the student group. Serving effectively as a program director without release time. Effectively chairing an active university committee or task force. Engaging in a significant number of unreported service activities (e.g., extra classes without compensation, etc.) Serving as a trained teaching mentor for a college new faculty member. This level of mentoring would typically be characterized by a close working relationship between the mentor and mentee and require significant time and effort while engaged in a formal and rigorous teaching development process. Serving effectively in two or more university committees **or** one committee and another admin job (must be specified) **or** Community service (internal or external).

HoD Rating and Comments on Services

☐*Excellent* ☐*Very Good* ☐*Good* ☐*Satisfactory* ☐*Unsatisfactory*

Comments:

Scores and Ratings by the Department Head

Activity	Teaching	Research	Service
Weight	**-- %**	**-- %**	**-- %**
Rating			
Overall	**Score (out of 5)**	**Rating**	

Signature of HOD: _____ Date: _____

Comments of College Dean:

Please add space as needed.

Scores and Ratings approved by the College Dean

Activity	Teaching	Research	Service
Weight	**-- %**	**-- %**	**-- %**
Rating			
Overall	**Score (out of 5)**	**Rating**	

Signature of Dean: _____ Date: _____

Signature of Faculty: _____ Date: _____

Appendix (3)

Instructor Course Assessment Report

جامعة العلوم والتقنية في الفجيرة
UNIVERSITY OF SCIENCE & TECHNOLOGY OF FUJAIRAH

Office of Institutional Planning and Effectiveness

Instructor Course Assessment Report (ICAR)

1. General Information

Instructor Name:		
Academic Year: 20…… - 20……	**Semester:**	
Course Title:	**Course Code:**	
Course Delivery Format (Theory, Lab, Tutorial): (2, 2, 3)		
Section Number:	**Number of Students:**	☐ **Male** ☐ **Female** ☐**Merged**
Average Mark for this Section:		

2. Summary of student feedback on the evaluation of the course:

a. Students' Feedback with Respect to the Course

#	Question	Satisfaction Rate
Q1	I had an adequate background for this subject. كانت لدي خلفية مناسبة عن هذا المساق.	
Q2	Coursework assignments and projects were helpful to understand the subject. كانت الأعمال الفصلية والمشاريع مفيدة لفهم هذا المساق.	
Q3	I found the course useful. كان المساق مفيداً لي.	
Q4	Textbook and references assigned to this course were appropriate and useful. كان الكتاب الدراسي والمراجع المخصصة للمساق مفيدة ومناسبة.	

b. Students' Feedback with Respect to the Course Instructor

#	Question	Satisfaction Rate
Q1	The instructor presented the material well and clearly. قدّم أستاذ المساق المادة الدراسية بشكل جيد وواضح.	
Q2	The instructor was well-prepared for the lectures. كان الأستاذ مستعداً بشكل جيد للمحاضرة.	
Q3	The instructor started and ended the lectures on time and was regular. التزم الأستاذ بمواعيد بدء المحاضرات وانتهائها وكان مواظبا عليها.	
Q4	The instructor was available and helpful during posted office hours. كان الأستاذ حاضرا خلال الساعات المكتبية المعلنة.	
Q5	The instructor was fair in the evaluation of students' course work.	

	كان أستاذ المساق منصفاً في تقييم الامتحانات والأعمال الفصلية.	
Q6	The lectures were given in only one language (English or Arabic). كانت المحاضرات تقدم بلغة واحدة (العربية أو الإنجليزية).	
Q7	The instructor identified the course learning outcomes clearly. شرح الأستاذ مخرجات المساق بأسلوب واضح.	
Q8	The instructor encouraged interaction with students, listened to them, and responded to their questions. كان الأستاذ يشجع على التفاعل في المحاضرة ويتجاوب مع أسئلة الطلبة.	
Q9	The instructor evaluated the students' work in a timely manner. قيّم الأستاذ أعمال الطلبة في الوقت المناسب.	
Q10	Overall, the instructor's performance in this course was excellent. بصورة عامة، كان أداء الأستاذ في هذا المساق ممتازاً.	

c. Students' Feedback on Lab/Studio/Clinic (if available)

If the course does not include Lab/Studio/Clinic, please respond with N/A N/Aإذا لم يتضمن المساق على معمل/عيادة/استوديو برجاء اختيار		
#	**Question**	**Satisfaction Rate**
Q1	The lab/studio/clinic instructor presented the practical material well and clearly. قدّم الأستاذ المادة العملية بشكل جيد وواضح.	
Q2	The instructor was well-prepared for the lab/studio/clinic sessions. كان الأستاذ مستعداً بشكل جيد للمختبر/العيادة/الأستوديو.	
Q3	The instructor started and ended the lab/studio/clinic on time and was regular. التزم الأستاذ بمواعيد بدء وانتهاء المختبر/العيادة/الأستوديو وكان مواظبا عليها.	
Q4	The instructor was fair in the evaluation of students' work in lab/studio/clinic. كان الأستاذ منصفا في تقييم الامتحانات والأعمال الفصلية للمختبر/العيادة/الأستوديو.	
Q5	The instructor took interest in developing students' practical skills and answered their questions. كان الأستاذ يشجع التفاعل في المختبر/العيادة/الأستوديو ويتجاوب مع أسئلة الطلبة.	
Q6	The instructor evaluated the students' work in a timely manner. قيّم الأستاذ أعمال الطلبة في الوقت المناسب.	
Q7	The equipment/components/material available in the lab/studio/clinic were sufficient and in good working condition. كانت المعدات/المواد الموجودة في المختبر/الأستوديو/العيادة كافية وتعمل جيدا.	
Q8	Overall, the instructor's performance in the lab/studio/clinic was excellent. بصورة عامة، كان أداء الأستاذ في هذا المساق ممتازاً.	

d. Students' Feedback on Course Learning Outcomes (CLOs):

Course Learning Outcomes (CLOs)	Average Score (%)
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	

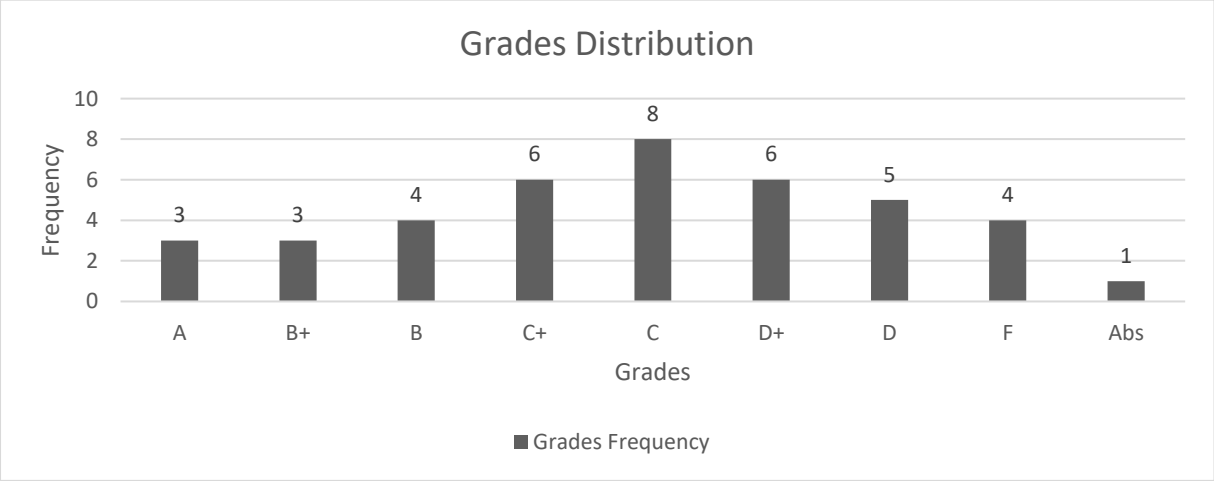
3. Instructor's Course Assessment

a. Quantitative analysis of student performance including individual student grades, both cumulative and for each assessment, and grade distribution.

*I. Please provide the individual student grades, both cumulative and for each assessment, in **Appendix 1.***

II. Quantitative analysis of student performance

III. Grade Distribution

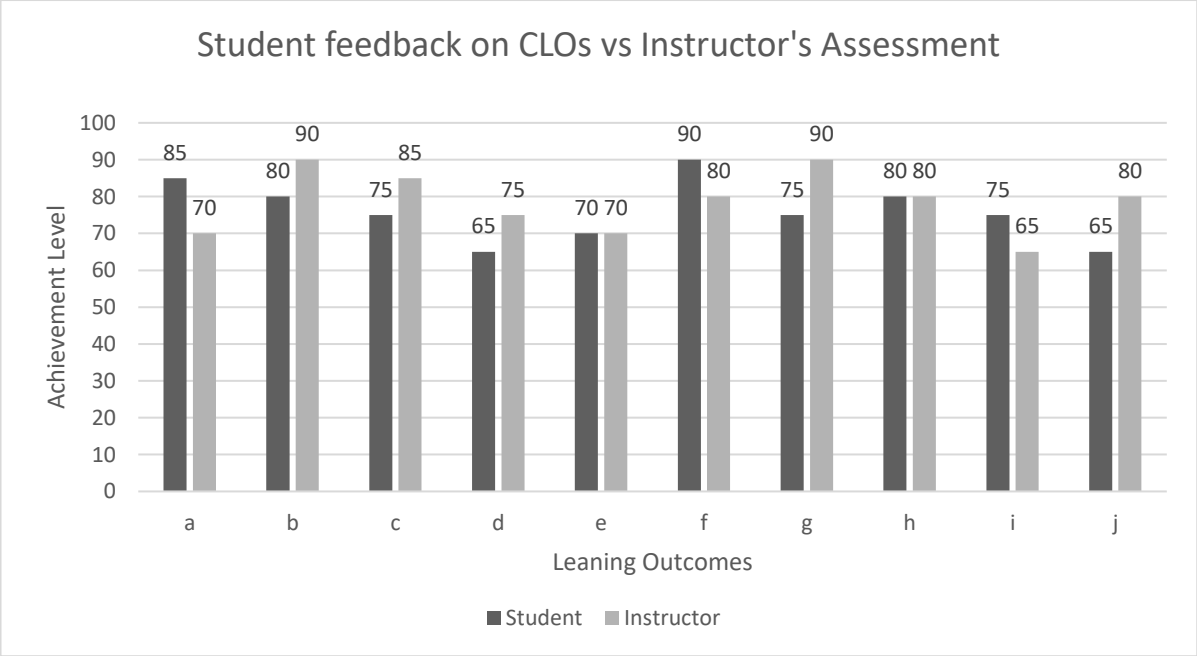


Comments on Grade Distribution:

b. Assessment of CLOs (Using the CAP Program)

Course Learning Outcomes (CLOs)	Average Score (%)
1.	
2.	
3.	
4.	
5.	
6.	

c. Graph Representation of Students' feedback and Instructor's Assessment of CLOs



d. How does students' feedback about course learning outcomes (CLOs) differ from their assessment by the course instructor? Please provide an analysis of any discrepancy:

4. Continuous Quality Improvement

a. Improvements relative to the previous offering of the course:

Last Offering of the Course Improvement Action Details					**Current Offering** Achievement Status	
Semester	CLO Number & Score	Suggested Corrective Actions for Improvement	Corrective Action Success Measurement Tool	Success Criteria	Was the Improvement Action Implemented this semester met its outcomes? If **not**, why and what other improvement should be added?	Evidence Attached

b. Summary of above-mentioned Improvement Actions and how they helped in improving the Course.

c. Recommended improvements for unachieved CLOs in the current offering:

Unachieved CLOs in the Current Semester	Reason for Unachieved CLOs	Suggested Corrective Actions for Improvement	Corrective Action Success Measurement Tool	Success Criteria

d. Instructor's proposals for any course improvements (even if all CLOs were achieved):

Suggested Actions for Improvement	Corrective Action Success Measurement Tool	Success Criteria

e. Comprehensive Instructor review of the presentation of the Course:

1. Appropriateness of the course learning outcomes مدى ملاءمة مخرجات المساق التعلمية

2. Extent to which the syllabus was covered. مدى نطاق تغطية عناصر المقرر

3. Extent to which learning outcomes were met (with evidence) مدى تلبية نتائج تعلم مخرجات المساق (مع الأدلة)

4. Appropriateness of textbooks and other learning resources مدى ملاءمة الكتاب الدراسي والموارد التعلمية الأخرى

5. Appropriateness of assessment instruments in relation to learning outcomes; مدى ملاءمة أدوات التقييم فيما يتعلق بنتائج مخرجات المساق

6. Appropriateness of the balance of assessment مدى ملاءمة ميزان التقييم

7. Appropriateness of prerequisites مدى ملاءمة المتطلبات السابقة

8. General comments on any problems encountered with the course معيقات التعلم والتعليقات العامة بشأن أية مشاكل موجودة في المساق

Instructor's Sign **Date**

…… ……

Head of ACIC's Signature **Date**

…… ……

Head of Department's Signature **Date**

…… ……

Related Policies

- Faculty Supervision and Organizational Issues Affecting Faculty Information Resources Policy
- Faculty roles and responsibilities in curriculum development and review Policy
- Faculty and Staff Professional Development Policy
- Faculty Development Policy
- Professional Requirements for Teaching Policy
- Distance Learning Faculty Roles and Responsibilities Policy
- Research Publication Compensation Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	VCAA +VCAFA	OIPE	BOT
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College Dean Performance Evaluation Policy

Policy Name	College Dean Performance Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Office of Institutional Planning and Effectiveness	Approval Date	

Policy Statement

USTF requires that all employees be evaluated annually. These evaluations are intended to assist in overall assessment of employees' performance and to provide constructive feedback. Each college dean is be evaluated annually by his college faculty members, using a form prepared by the Office of Institutional Planning and Effectiveness (OIPE).

Policy Purpose

The purpose of reviewing the college deans' performance is to: (i) evaluate the progress of the college, academic programs, and units under the dean's leadership, (ii) to provide an opportunity for constructive input from faculty and administrative staff in each college, and (iii) to assess the professional contributions and performance of the dean. This policy describes the process and criteria by which the review is to be conducted. The outcome of the review will be used as the basis of the contract renewal decision.

The Review Process and Procedure

The Vice Chancellor for Academic Affairs (VCAA) will review the performance of each academic dean in the University at the end of the academic year. The review process is to be initiated by USTF VCAA.

The VCAA requests the deans to provide the dean's self-evaluation report (DSER) which is in line with their performance contracts. The VCAA seeks appropriate input and feedback from each college's faculty members and program coordinators (PCs) through formal surveys given below. The VCAA prepares a final evaluation report for each dean based on his/her DSER and the outcome of the surveys of his/her respective faculty and PCs. The report should provide an assessment of the college progress under the dean's leadership, an evaluation of the dean's performance, and recommendations for improvement, if any. The VCAA shares the reports with the respective deans for their comments and feedback. Accordingly, the VCAA finalizes the evaluation reports with his recommendations and shares them with the Chancellor for his final approval. Upon conclusion of the review, the VCAA communicates the final reports to the respective deans.

Criteria for Review

The VCAA will determine the criteria for review. In addition to the following general criteria, he/she may consult the college deans for any specific criteria along with appropriate measures. The criteria for the dean's performance review shall include the following:

- Demonstrating evidence of commitment to the highest standards of quality in teaching, research, and academic development.
- Providing leadership in all academic matters, with responsibility for coordinating,

evaluating, and improving curricula and programs and for promoting excellence in teaching and research.

- Facilitating goal setting by individuals, programs, departments, and the college in alignment with the university mission and strategic plan.
- Establishing a working environment conducive to achieving individuals, programs, and college goals.
- Identifying and resolving conflicts affecting the college.
- Recruitment and retention of highest quality faculty, staff, and students while ensuring diversity.
- Implementing fair and effective performance evaluation for faculty and staff.
- Developing internal and external resources for the college.
- Managing the college's fiscal affairs.
- Building partnerships with constituencies within and outside the University.
- Developing impactful engagement initiatives with professional and social communities.

Dean's Self- Evaluation Report

The dean will submit a self-evaluation report (DSER), which highlights his leadership and achievements in the following items:

- Recruitment and development of qualified faculty and staff.
- Recruitment of bright students and growth in intake.
- Management and development of financial resources.
- Enhancement of the quality and relevance of academic programs.
- Development in the number and quality of academic programs.
- Development of academic facilities.
- Development of quality scholarly activities and impactful research output.
- Development of curricula and learning resources.
- Building effective strategic partnerships with external institutions.
- Community engagement initiatives.
- Local and international accreditations.
- Enhancement of co-curricular activities in the college.
- Vision and plans to address the college's challenges and opportunities for growth and development.
- Other initiatives and achievements.

Confidentiality

It is essential that utmost confidentiality be maintained during the review process. The individuals engaged for the logistic support are expected to maintain confidentiality of information, decisions, and identity of individuals.

College Dean Performance Review
(Faculty Survey)

Dean's Name:

College:

Date:

Please provide you feedback on the dean's performance in the areas below using the following:

Scale:

5 Strongly agree
4 Agree
3 Slightly agree
2 Disagree
1 Strongly disagree

No.	Feedback Item	1	2	3	4	5
A	**Organizational Matters**					
1	Communicates priorities, instructions, and policies effectively					
2	Keeps staff fully informed on all relevant matters relating to the University					
3	Works effectively with staff in identifying goals, in setting prioritiesand in focusing resources					
4	Empowers program coordinators and faculty					
B	**Leadership**					
5	Promotes excellence in teaching and research					
6	Provides leadership in all academic matters, including coordination, evaluation, and improvement of curricula and programs					
7	Facilitates goal setting by individuals, programs, departments, and by the college in alignment with the university mission and strategic plan.					
8	Develops and communicates a clear strategic and management direction					
9	Encourages individual initiatives					
10	Encourages teamwork and collaboration					
11	Creates an environment of respect and high morale					
12	Projects a progressive and positive image of the University					
13	Consults with appropriate individuals before making decisions					
C	**Personnel Management**					
14	Promotes fair faculty workloads					
15	Provides support for the successful recruitment and retention of faculty and staff					
16	Recognizes contributions of faculty					
17	Supports faculty and staff in providing service to the university community					

No.	Feedback Item	1	2	3	4	5
18	Responds to issues of concern for faculty					
19	Encourages and promotes career and professional development among faculty					
20	Evaluates faculty effectively and fairly					
21	Maintains appropriate levels of confidentiality in personnel matters					
D	**Character and Personal Attributes**					
22	Is accessible to the USTF community (responds to emails and phone calls in a timely manner)					
23	Is available, approachable, and open to suggestions					
24	Respects the rights and dignity of others					
E	**Resources Development**					
25	Advocates for adequate resources to advance the mission of the college					
26	Encourages and assists faculty professional development					
27	Manages college resources for program effectiveness					
28	Builds and maintains impactful partnerships with local and internationalorganizations and community institutions					
F	**Contribution to USTF Mission and Vision**					
29	Aligns the college's strategic goals with university strategic goals and objectives					
30	Promotes university enrollment goals, including, recruitment, retention, andgraduation rates					
G	**Comments**					
31	Overall, what are the major strengths of your dean?					
32	Overall, how could your dean improve?					

College Dean Performance Review
(Program Coordinators Survey)

Dean's Name:
College:
Date:

Please provide you feedback on the dean's performance in the areas below using the following:

Scale:

5 Strongly agree
4 Agree
3 Slightly agree
2 Disagree
1 Strongly disagree

No.	Feedback Item	1	2	3	4	5
A	**Leadership and Vision**					
1	Demonstrates leadership during times of crises or challenge					
2	Solves problems efficiently					
3	Advocates for the different programs					
4	Supports engagement activities consistent with the university and college mission					
B	**Management**					
5	Is open to opinions and suggestions about college issues.					
6	Allows appropriate levels of independence and decision making at the levelof department/ unit					
7	Provides constructive feedback					
8	Conducts regular official college council meetings					
C	**Resource Development**					
9	Manages college resources for program effectiveness					
10	Develops outside support and visibility for the college and its programs					
D	**Comments**					
11	Overall, what are the major strengths of your dean?					
12	Overall, how could your dean improve?					

Related Policies

- Planning Policy
- Quality Assurance Policy and Procedures
- Academic Planning Processes and Responsibilities Policy
- Curriculum Approval and Revision Policy
- New Academic Programs Policy
- Research Support
- Faculty and Staff Professional Development Policy
- Faculty Development Policy
- Staff Access to Services Policy

Document History

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Faculty and Staff Disciplinary Policy

Policy Name	Faculty and Staff Disciplinary Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

University of Science and Technology of Fujairah expects all its faculty members to abide by the highest standards of professional ethics and academic honesty in all their activities conducted inside or outside the University campus. In the case of a serious violation of these standards or misconduct, a faculty member may face disciplinary charges and a disciplinary action can be taken against him under the specified procedure, as explained in this document.

Policy Purpose

- To ensure that faculty and professional staff follow the highest standards of professional ethics and act as role models for students.
- To promote academic honesty.
- To elaborate acts of misconduct that may result in some disciplinary action.
- To describe the procedure for disciplinary action.

Policy Details

USTF expects its faculty members and professional staff to adhere to the generally accepted rules of honesty, good conduct, and fair practice. They are required to perform their duties to the best of their abilities, abide by all laws and regulations, and refrain from any activities that can harm the University's reputation.

In case of misconduct or serious violation of the University's rules and regulations, a faculty member or professional staff may face disciplinary charges.

Disciplinary action shall be taken in accordance with the specified policies and procedures. Serious disciplinary violations may even result in termination of the contract after carrying out a thorough investigation and completing the applicable procedure.

Academic Honesty

- Academic honesty is the pursuit of scholarly activity in an open, honest and responsible manner. Academic honesty is a basic guiding principle for all academic activities at the University, and all members of the University community are expected to act in accordance with this principle.
- Academic honesty includes a commitment not to engage in or tolerate acts of falsification, misrepresentation, or deception. Such acts of dishonesty violate the fundamental ethical principles of the University community and compromise the worth of work completed by others.

Misconduct

- The University expects its faculty members and professional staff to abide by all rules and regulations and conduct in the best possible manner. The University shall take appropriate disciplinary action if a faculty member or professional staff is found to be involved in a case of misconduct such as, but not limited to the following:
  - Continuous failure in realizing the performance criteria.
  - Use of indecent language or resorting to threats when dealing with another person in the workplace.
  - Unauthorized use of equipment inside the University.
  - Disturbing the course of work by adopting an undesirable attitude.
  - Absence without permission.
  - Not abiding by the University policy regarding smoking in the workplace or not abiding by the safety rules.
  - For more serious cases of misconduct such as, but not limited to the following, the University reserves the right to terminate the contract of a faculty at any time it deems appropriate:
  - Refusal to accomplish tasks stipulated upon in the employment contract and/or the internal laws of the University.
  - Submission of false certificates and documents.
  - Professional negligence, which causes material or moral damage to the University.
  - Intentional breaching of the internal published laws of the University.
  - Divulging a professional secret.
  - Substance abuse
  - Racial or sexual harassment or any other form of harassment to any student, employee, or visitor to the University.
  - Committing any act that might compromise an article of the contract or violate the regulations issued by the University from time to time regarding the safety and security of the computers and equipment inside the university.
  - Disturbing the safety equipment or acting in a manner that threatens the rules of safety and public health in the workplace or hindering the employees from carrying out their duties properly.
  - Use of indecent words or committing physical actions against someone inside the campus without being in a state of self-defense.
  - Violation of the moral ethics of the UAE society.
  - After receiving a claim of misconduct against a faculty member, the University shall inform the concerned faculty member about what is claimed against him/her and give him/her the proper opportunity to explain his/her position prior to taking any action against the concerned faculty member.
  - The University may suspend the concerned faculty member temporarily with pay until the investigation procedures are completed regarding the alleged misconduct of the faculty member.

  - The misconduct claim will be thoroughly investigated by a Committee formed by the University Chancellor. The concerned faculty member will be given full opportunity to defend him/herself, present the evidence, call the witnesses, and submit the arguments orally or in writing. He/she will also have the right of cross-examination.
  - A finding of professional misconduct requires that the major number of the of the Committee members conclude that the faculty member has committed professional misconduct as charged. Otherwise, the charges of misconduct will be considered as unsubstantiated.
  - At the completion of the investigation, the Committee will communicate its findings and recommendations to the University Chancellor who will take the final decision.
- In case the charges of misconduct are established, the sanctions will include but are not limited to the following:
  - censure;
  - a fine or a reduction in salary;
  - suspension from the University without pay for a specified period; and
  - termination of the contract and dismissal from the University.
- The type of sanction varies from one case to another depending upon the seriousness of the case and is subject to the consideration of the University based on findings and relevant fact.

Related Policies

- Faculty and Staff Appeal Policy and Procedures
- Faculty and Staff Grievance Policy and Procedures
- Ethics Policy
- Employment Policy
- Faculty and Professional Staff Role Policy
- Faculty and Staff Professional Development Policy
- Faculty Development Policy
- Staff Access to Services Policy
- Professional Requirements for Teaching Policy

Document History

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Anti-corruption and Bribery Policy

Policy Name	Anti-corruption and Bribery Policy		
Policy Owner	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Reviewed	Annually
Approved By	Chancellor	Approval Date	

Policy Statement

The University of Science and Technology of Fujairah requires its members, faculty, staff, and students to act honestly, with integrity, and safeguard any USTF resources they are always responsible for. The purpose of this policy is to demonstrate the responsibilities of members, faculty, staff, and students regarding the prevention of fraud and other forms of corruption or acts of bribery to obtain an unfair advantage and the procedures to be followed where corruption is detected or suspected. The Anti-Corruption and Bribery Policy applies to any impropriety, fraud, theft, loss of assets or other irregularity.

Policy Purpose

The purpose of this policy is to: (a) set out our responsibilities, and of those working for USTF, in observing and upholding our position on bribery and corruption; and (b) provide information and guidance to those working for the University on how to recognize and deal with bribery and corruption issues.

Definitions

- **Corruption:** As used in this policy, corruption refers to the misuse of power to influence an outcome or encourage a form of behavior that may not have occurred otherwise. Corruption is the abuse of power or position for personal gain.
- **Bribe:** refers to the offering, giving, or receiving anything of value to induce a person to act or reward a person for having served, including any financial or other advantages, offered, provided, authorized, requested, or accepted to influence any person's action improperly.

Policy Details

Following the highest standards of professional practice and good governance and based on its integrity core value, USTF does not tolerate bribery or corruption of any kind. All USTF members must adhere strictly to the UAE legislation concerning bribery and corruption and follow the procedures designed by USTF to prevent bribery. All USTF members must not offer, promise, or pay bribes and they must not request or receive bribes. The University will also expect the highest compliance standards to this policy from those who provide services to USTF or on its behalf. It is the policy of USTF that all faculty, staff, and students honestly conduct business without the use of corrupt practices. USTF requires all individuals acting on its behalf to conduct business honestly, reasonably, and professionally. USTF is committed to preventing bribery and does not tolerate bribery, corruption, fraud, or dishonesty in its activities.

USTF is committed to abide by all legislation relevant to the prevention of bribery and corruption in UAE. Any allegation that a member of USTF has acted in a manner that is illegal or inconsistent with this Policy will be treated seriously and will be investigated.

USTF reserves the right to terminate its contractual arrangements with any third-party providing services for or on behalf of USTF where there is reasonable evidence that they/their staff have committed an act of bribery.

All members of USTF and third parties must abide by USTF policies across the range of its activities and ensure transparency and openness in their dealings on its behalf.

Third parties will be bound by any contractual obligations relating to Anti-bribery, as set out in contracts and agreements.

Procedure

All USTF members must read and adhere strictly to the guidelines contained in this policy.

- All USTF members adhere to the University's anti-corruption procedures and other similar policies that apply to their roles within the University.
- All types of bribery and corruption are prohibited. USTF will not tolerate any act of bribery or corruption.
- A bribe does not have to take place - just promising to give a bribe or agreeing to receive one is prohibited.
- It is vital that if any USTF member suspects that someone else (may have or is about to take part in any corrupt conduct or offered a bribe), they should report it immediately to their line manager or Dean of the college. In turn, they should report the matter to the University Chancellor for expert advice and guidance.
- The University will support anyone who raises concerns in good faith and assures that USTF will handle circumstances sensitively. Including ensuring that no USTF member will suffer any detriment for refusing to accept or pay bribes or reporting concerns about others' conduct.
- On receipt of a report of concern under USTF Disciplinary Policy, the University shall inform the concerned member about what is claimed against them and give them the reasonable opportunity to explain their position before taking any action against the concerned USTF member.
- After the investigation, the Committee will communicate its findings and recommendations to the University Chancellor, who will make the final decision.
- The corrupted and bribery behaviour will be thoroughly investigated by a committee formed by the University Chancellor. The concerned member will be given full opportunity to defend themselves, present the evidence, call the witnesses, and submit the arguments orally or in writing. They will also have the right to cross-examination.
- The person responsible for the investigation will inform USTF Chancellor as soon as possible of all attempted, suspected, or actual fraud or irregularity.

- The University reserves the right to notify the police where it believes a criminal action has occurred. Any action taken under the University's disciplinary policy will be independent of any police investigation.
- The Office of Finance shall take appropriate action to prevent any further loss and for the recovery of any loss suffered, including legal costs where appropriate. Recovering losses is a significant objective of any fraud investigation. Internal Audit or the internal investigator (as applicable) shall ensure that in respect of all investigations of financial irregularity, the amount of any loss will be quantified. Repayment of loss should be sought in all cases.

Related Policies

- Faculty and Staff Disciplinary Policy
- Faculty and Staff Grievance Policy and Procedures
- Conflict of Interest Policy
- Nepotism Including Employee Relationships Policy

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Faculty and Staff Appeal Policy and Procedures

Policy Name	Faculty and Staff Appeal Policy and Procedures		
Policy Owner	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	**Reviewed**	Annually
Approved By	Chancellor	**Approval Date**	

Policy Statement

A faculty member or a professional staff can file a written appeal to the University Chancellor requesting a review of a decision made by an official of the University. The decision must have directly affected the academic or professional activities of the faculty member as an individual. The appeal will be processed in accordance with the specified procedure of the University and the concerned faculty member will be informed about the final decision after the completion of the process.

Policy Purpose

- To provide an opportunity to faculty members to request a review of a decision that he/she believes is in violation of due process or misapplication of some policy or procedure and accordingly has adversely affected his/her career.
- To determine whether appropriate procedures were followed in making certain kinds of academic or administrative decisions, rather than to re-evaluate the merits of the decisions themselves.

Policy Details

- A faculty member has the right to file an appeal requesting a review of a decision related to evaluation, contract renewal, promotion, termination or other important aspect of his/her career and profession.
- An appeal process can be initiated by a faculty member if he/she feels that an academic or administrative decision is based on some violation of academic freedom, violation of due process, or misapplication of some policy or procedure.
- The appeal is not meant to challenge the merits of the concerned policies and procedures, but rather to determine if those policies and procedures were properly applied.
- The final decision on the appeal shall be made by the University Chancellor.

Procedures

- The appellant should file his or her appeal directly to the University Chancellor within 30 days of being notified of the decision that he/she considers to have violated academic freedom or rules of fair evaluation or is based on incorrect application of some policy or procedure.
- After making a preliminary review of the matter, which may include consultations with whomever the University Chancellor deems appropriate, the University Chancellor may grant the appeal, or remand the matter to a lower administrative level, or refer the matter directly to the concerned College, or reject the appeal if it is found to be without merit. The University Chancellor may also appoint a committee to investigate the matter and report back to him.

- In case the University Chancellor refers the appeal to a committee, the matter will be thoroughly investigated by this committee. For this purpose, the committee shall hold such consultations as it deems necessary to arrive at responsible recommendations consistent with the policies of the University.
- At the completion of the investigation, the committee will prepare a detailed report and submit it to the University Chancellor.
- After receiving this report, the University Chancellor will make the final decision that he deems appropriate.
- The appellant will be informed about the final decision made by the University Chancellor, within a period no longer than 60 days.

Related Policies

- Faculty and Staff Grievance Policy and Procedures
- Ethics Policy
- Employment Policy
- Faculty and Professional Staff Role Policy

Document History

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Faculty and Staff Grievance Policy and Procedures

Policy Name	Faculty and Staff Grievance Policy and Procedures		
Policy Owner	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	**Reviewed**	Annually
Approved By	Chancellor	**Approval Date**	

Policy Statement

University of Science and Technology of Fujairah (USTF) is committed to providing a workplace with an ambience of mutual respect so that faculty members, administrative staff and students can all work amicably and discharge their duties effectively without any harassment or problems. However, as is natural, disputes may arise from time to time between a faculty member and an administrator or other individual.

In such a case, if the dispute is not resolved informally between the concerned parties, the faculty member may report it to the Dean for his/her intervention. If the Dean's intervention also fails to resolve the dispute to the satisfaction of the concerned faculty member, he/she may proceed to file a formal complaint to the Chairperson of the Grievance and Appeal Committee (GAC) at the university level. In this case, the complaint shall be referred to as "grievance" and the concerned faculty member filing the complaint shall be referred to as "grievant". It is important to note that a grievance may also be filed if a non-action by an administrator has adversely affected the faculty member's terms of contract, academic freedom, or other provisions as stated in the Contract, Faculty Handbook or other published documents of the University.

Policy Purpose

- To make faculty members aware of their right to formally submit a grievance against an administrator or another individual or party concerning any dispute that could not be resolved amicably.
- To explain the procedure for filing the grievance and how it will be processed by the Grievance and Appeal Committee (GAC) of USTF.

Policy Details

A faculty member is entitled to formally submit a grievance to the Grievance and Appeal Committee (GAC) of USTF if a dispute between the faculty member and an administrator or other individual(s) at the University could not be solved amicably between the two parties. A grievance may also be filed if a non-action by an administrator has adversely affected the faculty member's terms of contract, academic freedom, or some other provisions. The GAC shall determine, if the grievant has been substantially harmed as a result of the filed grievance, and if so, what relief should be given to the grievant.

The University Chancellor appoints members of the GAC and its Chairperson. The findings and recommendations of the GAC will be forwarded to the University Chancellor for necessary action. In making its recommendations, the GAC shall decide of whether a violation of regulation, policy, or procedure has occurred. If it is determined that there was a violation,

the GAC shall consider factors such as whether the violation was intentional or unintentional and if it was due to some negligence or misunderstanding of rules and regulations.

a. The duties of the Chairperson of GAC shall include the following:

- Provide relevant information to the grievant for filing a grievance.
- Receive the written grievance.
- Arrange for GAC meetings and schedule the hearings.
- Preside over the meetings and ensure the hearings are conducted in accordance with the specified procedure.
- Ensure that all records are maintained.
- Submit the findings of GAC and its recommendations to the University Chancellor.
- Inform the concerned parties about the final decision taken by the University Chancellor.

b. The members of the GAC are responsible for:

- Reviewing the grievance and ensuring that it is complete with all required information and documents.
- Deciding if the grievance does in fact need processing by the GC.
- Hearing the evidence presented by the grievant as well as arguments presented by the defendant(s) and questioning both sides with the aim of finding exactly what happened. This shall also cover the witnesses from both sides and their cross-examination.
- Reaching a decision based on presented evidence, discussions, and cross-examinations and making appropriate recommendations.
- Making sure that confidentiality is strictly maintained.

In case the Chairperson or any other member of the GAC is him/herself the grievant or defendant, he/she must quit the Committee. The University Chancellor will appoint a replacement for that member. The same will apply to a member who is on leave or absent during the hearing process.

Procedure

The grievance must be filed within one month after the grievant becomes aware of a substantial violation of his/her rights as stipulated in published documents, including the Faculty Handbook. The Grievance Form is provided in the Faculty Handbook. In filing the grievance, the grievant must provide the following information:

- A detailed account of the incident, situation or circumstances that caused the grievance. The grievant must specify the party against whom the grievance is filed, and specifically explain how that party has violated his/her rights or affected his/her ability to work in a professional or academic capacity, and accordingly what harm or damage occurred.
- Explain what informal actions were taken to resolve the dispute. It is required that the grievant mentions the date when he/she informed the Dean about it, and why he/she is not satisfied with the solution, if any, achieved by the Dean. If the Dean was not involved before filing the grievance, the grievant must provide reasons for not doing so.

- Specify what relief is being sought through the grievance procedure.
- Provide the name, phone number and e-mail address of each person that he/she would like to call as a witness during the hearing process.
- Upon receipt of the grievance, the Chairperson of the GAC will conduct an informal inquiry and meet with the grievant to resolve the matter. If the grievance cannot be resolved within two weeks of its receipt, the Chairperson will forward it to the committee members for review, and they will decide if the grievance requires a formal hearing. If it does, the process for a formal hearing shall be initiated; otherwise, the University Chancellor and the concerned parties shall be informed in writing that the grievance does not deserve a hearing by the GAC as it does not fall within its jurisdiction.
- As a first step in the hearing process, the GAC shall notify the University Chancellor about initiation of the process. It will also inform the concerned parties and provide them with relevant information and documents to prepare for the hearing. In this regard, the Chairperson of the GAC shall be responsible for all communication. The concerned parties shall be given reasonable time for preparation and allowed to present their views personally, provide evidence, call witnesses and cross- examine the witnesses of the other party. Each party shall be informed about the identity of the witnesses at least three working days prior to the date of the hearing. It must, however, be noted that the witnesses will only come to the hearing on a voluntary basis and cannot be forced by either party to attend the hearing. A record of the hearing shall be prepared.
- The GAC will try its best to obtain reliable and enough information to reach a decision. At the completion of the hearing, the GAC members will deliberate and reach a decision by majority vote. Within one week of the decision made by the GAC, the Chairperson shall present a report to the University Chancellor describing its findings and giving its recommendations. The report shall also include the account of the evidence presented by all parties. It must be noted that the recommendations of the GAC are of an advisory nature only and the University Chancellor makes the final decision. In addition, the report of the GAC may not be used as evidence by either party in a related legal action. After the University Chancellor issued a decision, the Chairperson of GAC shall inform the concerned parties about the final decision.

Related Policies

- Faculty and Staff Grievance Policy and Procedures
- Ethics Policy
- Employment Policy
- Faculty and Professional Staff Role Policy

Document History

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Graduate Assistants Policy

Policy Name	Graduate Assistants Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

Graduate assistantships support the University in its teaching, research and service missions, help establish a graduate culture within academic units and provide financial assistance and enhanced educational and developmental opportunities for graduate students. This policy explains the guiding principles, states the basic terms, and establishes the administrative authority for all graduate assistantships.

Policy Purpose

To establish the guiding principles, basic terms, and administrative authority for graduate assistantships.

Definitions

Appointment. Appointment of a student to a graduate assistantship is the process by which a student is offered and accepts a graduate assistantship.

Full-Time Graduate Student. A graduate student is a full-time graduate student in each semester or session if and only if the student is registered for 9 or more credits in that semester or session.

Graduate Degree Program. A graduate degree program is an academic program that results in the award of a master's, education specialist or doctoral degree upon successful completion.

International Graduate Student. A student belonging to a foreign country, who is pursuing his graduate education and/or having a role in research activities at USTF.

Semester or Session. Semester or session refers to any of the three basic academic intervals defined by the university: fall semester, spring semester or summer term.

Stipend. A stipend is the total taxable compensation that a graduate assistant is to receive from the university over the contract period of a graduate assistantship. The stipend payment method depends on the exempt or non-exempt classification of the graduate assistantship. Payment of tuition and fees and/or waiver of tuition and fees are not included in the stipend.

Student Account. A student account is the university billing statement assigned to a student and maintained by student financial services.

Termination Date. If a graduate assistantship is terminated prior to the last day of the contract period, the termination date is the last day that the terms of the graduate assistantship are in effect.

Guiding Principles

a. Description:

A graduate assistantship provides financial assistance to a degree-seeking graduate student through a mentored university employment experience. The general nature of a graduate

assistantship is best described as an apprenticeship that consists of a work obligation and educational and developmental activities, all of which are integrated with the graduate degree program of the student.

b. Guidance:

Every graduate assistant must be under the guidance of a supervisor and an advisor.

- The supervisor is an employee of the university with responsibility for assignment, direction, and evaluation of the work for which the graduate assistant receives compensation.
- The advisor is a member of the graduate faculty with responsibility for advising the student on academic matters.
- The primary mentors for the graduate assistant are the supervisor and the advisor. Under the mentoring of the supervisor and advisor, a graduate assistant gains experience and learns scholarly, professional and ethical behaviors appropriate to a field of study.
- The supervisor and advisor may be different people or the same person. If the supervisor and advisor are different people, it is essential that they work together to provide consistent guidance to the graduate assistant.

c. Total Effort:

The total effort of a graduate assistant consists of a work obligation and educational and developmental activities.

- **Work Obligation:** The work obligation is work for the university that is assigned by the supervisor and for which the graduate assistant receives compensation in the form of a stipend. The work done by the graduate assistant under the work obligation may be any combination of teaching, research, and service duties; this combination of duties may vary over the contract period.
- **Educational and Developmental Activities:** Educational and developmental activities are non-compensated activities in which the graduate assistant participates to meet degree requirements or enhance knowledge, skills and scholarly or professional preparation. Such activities involve any form of course work, learning, study, instruction, training, research, creation, scholarship, or professional practice, are integrated with the graduate degree program of the student, may vary from graduate assistant to graduate assistant in a given program and may or may not earn academic credit.
- **Limits:** The university limits the number of hours assigned by the supervisor to the graduate assistant but doesn't place limits on the time spent by the graduate assistant on educational and developmental activities. The supervisor and advisor must ensure that the combined demands of the work obligation and the educational and developmental activities are reasonable and do not impede progress by the student toward the degree.

Basic Terms of an Appointment to a Graduate Assistantship

- **Contract Period:** Each contract period of a graduate assistantship must include at least one full semester or session but cannot exceed 12 months in duration.

- **Admission:** A graduate assistant must be admitted to a graduate degree program prior to the start of the contract period and must remain in an admitted status to a graduate degree program during the contract period.
- **Funding Source(s):** The source or sources used to fund a graduate assistantship must be under the control of the university and judged by the university to be appropriate for assistantship support.
- **Budgeted Components:** The budgeted components of a graduate assistantship must include a stipend, payment of tuition and fees and fringe costs.
- **Maximum Average Weekly Time Commitment:** The number of standard hours assigned by the supervisor as the work obligation of the graduate assistant cannot exceed a maximum set by the university.
- **Registration:** A graduate assistant is required to register for enough credit during the contract period to ensure satisfactory degree progress and meet applicable state and federal regulations as interpreted by the university.
- **Student Health Insurance:** Every graduate assistant must be covered by the university student health insurance plan throughout the contract period, unless the assistant opts out of the plan by presenting evidence for equivalent health insurance coverage using procedures specified by the university. A graduate assistant with equivalent health insurance coverage is not required to opt out of the university student health insurance plan.
- **Worker's Compensation:** Every graduate assistant must be covered by appropriate insurance for work-related illness or injury in accordance with university procedures.
- **Other Employment:** A graduate assistant cannot work for the university under any compensable arrangement other than the graduate assistantship during the contract period.
- **Reappointment:** A student who has successfully completed a graduate assistantship may be appointed to a new graduate assistantship at the sole discretion of the university.
- **Multiple-Year Offers:** Although a contract period for a graduate assistantship cannot exceed 12 months, a multiple-year graduate assistantship offer can be made to a prospective student with the understanding that the assistantship contract can be renewed annually pending satisfactory performance, adequate degree progress, and the availability of funding.
- **Termination of a Graduate Assistantship:** Non-renewal of the for academic or financial reasons.
- **Automatic Termination:** A graduate assistantship is automatically terminated by the university in any of the following circumstances: the graduate assistant completes the degree, the graduate assistant voluntarily withdraws or is administratively withdrawn from the degree program, or the graduate assistant resigns the graduate assistantship.

Administrative Authority

- Basic Terms and General Management Procedures
- Local Terms and Management Procedures

- Exceptions for a Graduate Assistantship Awarded to a Specific Student
- The College offering a graduate program, in consultation with the Office of Finance and Council for Academic Affairs (CfAA), have the authority to evaluate and respond to requests for exceptions to one or more elements of this policy for a graduate assistantship that is awarded to a specific student.

Related Policies

- Graduate Admission Policy
- Advanced Standing Policy and Procedures
- Student Records Policy
- Student Publication Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	VCAA	CFAA	BOT
V 2.0	08/02/2021	Approval as Updated Policy	VCAA	CFAA	BOT

Faculty Promotion Policy

Policy Name	Faculty Promotion Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

This policy gives detail of USTF's academic promotion process, including faculty member eligibility, promotion requirements, timeline, the roles of the Faculty Promotion Committee, and external referees, and appeals.

Policy Purpose

The purpose of this policy is to provides a standard mechanism for evaluation of the professional development of USTF's faculty members and their achievements in teaching, research and scholarship, and service.

Policy Scope

This policy applies to all faculty members at USTF.

Policy Details

University of Science and Technology of Fujairah (USTF) encourages its faculty to be committed to production and dissemination of innovative and impactful research. The ultimate purpose is to support the institution's mission, achieve its goals and enhance faculty performance and productivity through adoption and utilization of best practices in teaching, research, and service to the University and the community at large, following the principles of objectivity, transparency, and fairness.

USTF puts significant emphasis on professional development of its faculty and rewards those who demonstrate exemplary performance and contribute with outstanding achievements. USTF also recognizes the right of deserving faculty members to be promoted to higher rank in accordance with its Faculty Promotion Policy and encourages them to seek promotion as soon as they have met the conditions to apply for promotion to a higher rank. This Policy document explains these conditions, the promotion criteria, and the related procedures.

Faculty members considered in this document for promotion to a higher rank include assistant professors and associate professors on full-time, resident appointment at USTF. Candidates applying for promotion to a higher rank shall be evaluated based on:

- quality of teaching effectiveness;
- depth of scholarship and quality and impact of published research; and
- service to the University, community, and profession.

The promotion process adopted at USTF aims at encouraging academic excellence in a fair and objective manner. For this purpose, specific measurable and well-defined promotion criteria and procedures have been developed. A brief description of the promotion criteria is as follows:

Criteria for Promotion

While the University and community service is recognized and encouraged, high quality teaching and research are of primary importance and are indispensable qualifications for promotion to higher academic ranks. Faculty members applying for promotion will be evaluated based on the following:

a. **Teaching:** Since teaching is a primary function of all USTF faculty, a candidate for promotion is required to demonstrate his/her ability to teach effectively in addition to fulfilment of all other assigned responsibilities. The following factors and criteria are to be considered in the evaluation of teaching performance:
   - Competence in teaching the subject matter and effective utilization of different teaching and learning methodologies.
   - Effectiveness in the development and use of innovative methods in teaching such as experiential learning and e-learning.
   - Initiation and participation in curriculum development (e. g. major revisions of existing courses, development of new courses, and initiation of new academic programs or concentrations).
   - Effectiveness in the development and use of instructional laboratories, studios, and clinics, as applicable.
   - Level of participation and effectiveness in continuing education programs.
   - Effectiveness in supervising senior projects, summer training, and coop programs, if applicable.
   - Ability to teach different courses in their areas of specialization.

b. **Research:** The University shall promote faculty members who are actively engaged in scientific research and creative scholarship of demonstrable quality and impact. Therefore, all faculty members should demonstrate significant research achievements in their fields of specialization. Promotion to the rank of associate professor requires research accomplishments whose originality, depth, and impact establish the candidate as an important contributor to knowledge in the specialized field. Promotion to the rank of professor requires a record of research accomplishments that establish the candidate as an outstanding contributor to knowledge in his/her specialized field.

   The research achievements of all faculty members shall be evaluated on the quality of their contribution to knowledge in the context of the research mission of individual departments and colleges, as evidenced by the goals set out in their respective faculty objectives.

   Research output shall be demonstrated by published research work in books, book chapters, publications in reputed journals and proceedings of prestigious conferences, written evaluations by leading figures in their specific research field, awards, prizes, inventions, patents, and other recognitions.

   In published scholarly work, the main considerations are impact and quality rather than volume. A judgment can be made by examining the quality of the journals in which the publications appeared, the use which other researchers make of an individual's

publications (citations), or by requesting testimony from other distinguished practitioners in the field. Contributions in coordination of knowledge such as survey articles and books are also considered as evidence of effective scholarship. Substantial external research grants also constitute an important factor in the assessment process.

Other evidence in this area includes supervision of master and doctoral theses. Moreover, articles, textbooks, reports, and similar publications normally considered as contributions to the professional literature or the advancement of the professional practice or of professional education shall be regarded as evidence of effective scholarship, especially when they present new ideas or incorporate scholarly research. Evidence of scholarly stature may include services on editorial boards of scholarly journals, invitations to give keynote addresses in conferences or symposia, membership in technical committees of national and international conferences, acting as referee for scholarly journals and conferences. Software or prototypes may be evaluated for consideration as evidence of scholarship.

c. **Service:** Service includes (a). department, college, and university services, (b). academic and professional activities outside USTF, and (c). contribution to students' co-curricular activities. Recognition shall be given to faculty members who prove themselves as active administrators and developers of their respective departments and colleges. Services rendered by the faculty members to the local community and the United Arab Emirates, both in their special capacities as scholars and in areas beyond these special capacities when the work done is at a sufficiently high level and quality, shall likewise be recognized in the promotion process. These services may include organizing short courses, national and international conferences, seminars and workshops, authoring articles for the public, and translations from and into Arabic. Contributions might also include identifying industry needs and elaborating coherent training programs in their areas of expertise, as well as establishing a link for technical cooperation between USTF and other institutions in specific areas of expertise. Similarly, guidance and leadership in student activities and contribution in student counselling shall also be recognized and considered.

Section I: General Provisions and Definitions

Article 1: Preamble

The above preamble is an integral part of this Policy.

Article 2: Definitions

The following terms and expressions shall have the meanings hereunder assigned to them unless the context indicates otherwise.

Term	Meaning
UAE	United Arab Emirates
The Ministry	The Ministry of Education
The University / USTF	University of Science and Technology of Fujairah
The University Chancellor	USTF Chancellor
FPC	Faculty Promotion Committee
The College	The college to which the faculty member applying for promotion belongs.

The Department	The department to which the faculty member applying for promotion belongs.
Jury	A jury of university professors from a similar field of expertise selected from inside or outside the UAE to review and evaluate an applicant's research output.
Academic Scale	Assistant professor, associate professor, and professor

Article 3: Policy Name and its Execution

This Policy shall be named the "Faculty Promotion Policy" and shall become effective as of the date of its approval by USTF Chancellor. It shall supersede all conflicting documents. Only full-time resident faculty, including full-time clinical faculty, appointed as assistant or associate professors at USTF may apply for an academic promotion, as per the provisions set forth in this Policy.

Article 4: Primary Evaluation Responsibility

The Faculty Promotion Committee (FPC) is primarily responsible to conduct the promotion evaluation in accordance with the promotion policies stated in this document to enable college deans to apply for promotion. The Dean shall submit his/her recommendations to the Vice Chancellor for Academic Affairs (VCAA) who will forward it to the FPC. After validating that the promotion process has been carried out in accordance with USTF promotion policies, the FPC shall submit its observations and recommendation to the VCAA who is ultimately responsible of approving or rejecting the promotion applications.

Section II: Faculty Promotion Committee

Article 5: Objectives of FPC

USTF has established a Faculty Promotion Committee (FPC) with the following objectives:

- Assuring that the process carried out for promotion of a faculty member is completely in accordance with the policies and procedures set forth in this document.
- Guaranteeing transparency, objectivity, and impartiality in issuing recommendations regarding promotions.
- Confirming that any promotion is granted on the sole ground of eligibility and competence, supported by the faculty member's excellent track of teaching, research, and university and community service.
- Submitting its observations and promotion recommendation to the Vice Chancellor for Academic Affairs (VCAA) for final decision.

Article 6: FPC Composition

FPC shall be established by USTF Chancellor. The chairperson of FPC shall be a professor and FPC members shall have the rank of associate professor or professor. All colleges shall be represented, and any vacant seat shall be filled with a member from the same college through nomination of the college dean and a decision of USTF Chancellor.

Article 7: FPC Duties

USTF Faculty Promotion Committee (FPC) shall deal with the following:

- Receiving the applicant's complete file from the VCAA, conduct the preliminary evaluation process, and submit its observations and recommendation to the Vice Chancellor for

Academic Affairs (VCAA) after ensuring that the process carried out for promotion was completely in accordance with USTF promotion policies and procedures.

- Maintaining and updating the Faculty Promotion Policy as directed by USTF Chancellor and Vice Chancellor for Academic Affairs.
- Performing any other duties assigned by the Vice Chancellor for Academic Affairs.

Article 8: Meetings of FPC

The Faculty Promotion Committee (FPC) shall hold meetings in accordance with a specified timetable as well as upon the invitation of the Vice Chancellor for Academic Affairs, with its quorum being a simple majority.

Section III: Jury

Article 9: Jury

A qualified jury, which shall be selected as per the conditions set forth in this Policy, shall assess the quality and impact of research and scholarly publications of the applicant. The Dean is responsible for providing the Chair of FPC with the names of ten juries along with each application for promotion. The Chair of the FPC will send the invitation to potential jury members for evaluation of faculty research and scholarly activities.

Article 10: Selection of Jury

Each college shall develop and maintain a database of qualified reviewers with the minimum rank of associate professor. The reviewers shall have excellent academic reputation in their respective specializations. The Head of Department (HOD) should provide the Dean with at least 10 potential external reviewers to evaluate the research publications of the applicant. If the HOD himself/herself is the candidate for promotion, then the Dean shall ask a senior faculty in the department to provide the list. The Chair of the FPC shall select three reviewers for assessment of the published research of the applicant, including the case where the Dean himself/herself is the candidate for promotion. All correspondence with reviewers, their reports and promotion deliberations as well as the names of the selected reviewers shall be kept confidential with the Chair of the FPC.

Article 11: Criteria for Jury Selection

External reviewers shall be selected based on the following criteria:

- All reviewers must be specialized in the same area as that of the applicant.
- All the reviewers must be of professor rank if the promotion application is for promotion to the rank of professor. However, one reviewer can be of associate professor rank if the promotion application is for promotion to the rank of associate professor.
- All reviewers must be from accredited institutions of good reputation and high ranking.
- No reviewer must have collaborated with the applicant in any of the research papers submitted in the application. No previous relation in the awarding of the applicant's master or doctorate degree should exist between the applicant and the reviewer and both the applicant and the reviewer must not have worked for the same employer at the same time.

Section IV: Faculty Promotion

Article 12: Promotion Criteria

A faculty member may apply for promotion to the rank of associate professor or professor, if he/she meets the following criteria:

- A faculty member has served USTF for at least two years as full-time resident faculty. The period the applicant may have spent as visiting faculty shall be counted if his/her appointment was changed from a visitor status to a resident status without any break in service at USTF. The period a returning faculty had spent at USTF before leaving the University shall be considered if the duration between his/her leaving the University and re-joining it is less than two years.
- A faculty member has served at his/her current rank for at least five years, in either University of Science and Technology of Fujairah (USTF) or any other accredited university. However, for applicants with consistent outstanding performance, the Dean may reduce this period to four years and nine months.

a. **In case of application for promotion to the rank of associate professor**:

- A faculty member must submit at least four refereed research papers in SCOPUS-indexed journals, or equivalent reputed and ranked journals, over a span of 2 years at least.
- In all research papers, the total number of authors must not exceed four.
- At least two of the submitted research papers must be either individually authored by the applicant, or with only one co-author.
- At least one research paper must be published in Quartile 1 SCOPUS-indexed journal.
- At least one research paper must be published in Quartile 2 SCOPUS-indexed journal.
- The faculty member should obtain at least **30 points for his research papers submitted for promotion**. The points are calculated according to the following table:

Quartile	Q1	Q2	Q3	Q4	SCOPUS indexed Conference
Points per paper	**8**	**6**	**4**	**3**	**2**

b. In case of application for promotion to the rank of professor:

- A faculty member must submit at least six refereed research papers in SCOPUS-indexed journals, or equivalent reputed and ranked journals, over a span of 2 years at least.
- In all research papers, the total number of authors must not exceed four.
- At least two of the submitted research papers must be either individually authored by the applicant, or with only one co-author.
- At least two research papers must be published in Quartile 1 SCOPUS-indexed journal.
- At least two research papers must be published in Quartile 2 SCOPUS-indexed journal.
- The faculty member should obtain at least **40 points for his research papers submitted for promotion.** The points are calculated according to the following table:

Quartile	Q1	Q2	Q3	Q4	SCOPUS indexed Conference
Points per paper	**8**	**6**	**4**	**3**	**2**

- The Dean may refer to the College Research Committee (CRC) to ascertain the quality of the journals in which the applicant has published his/her research work.
- The number of research papers published by the same refereed journal shall not exceed two except for very high-quality journals.
- The contents of the research papers should not be copied from the applicant's master and doctorate theses. In addition, for promotion to the rank of professor, the papers should not be based on the material used for promotion to the rank of associate professor. For this reason, applicants for promotion to the rank of professor must provide the FPC with a list of papers submitted for promotion to the rank of associate professor.
- Conference papers published in the proceedings of reputable, prestigious, and SCOPUS-indexed conference, and the published papers are peer reviewed, can be considered with the points according to the table given, in (e) and (h), above.
- In case of application for promotion to the rank of associate professor and the rank of professor, only published research papers will be considered for promotion and none of the papers accepted for publication shall be considered.
- Published book and book-chapters will not be accepted for promotion to the ranks of associate professor and professor but can be submitted as scholarly activities endorsing the application for promotion.
- Research papers published in electronic journals shall be accepted if the electronic journal is refereed, ranked, SCOPUS-Indexed, and the publication is approved by the College Research Committee (CRC) and the Dean. Papers published in questionable "pay-to-publish" journals shall not be accepted.
- Patent(s) that has been registered during the last five years patent(s) shall not be sent to a jury and shall be **counted with 8 points per patent.** (Provided that the applicant demonstrates that the patent(s) registration is under the applicant's name.)
- At least one-half of the submitted research papers must be authored while the applicant is employed at University of Science and Technology of Fujairah (USTF).
- All the submitted research papers submitted for promotion to the ranks of associated professor and the rank of professor must be directly related to the applicant’s areas of specialization.
- Despite the importance of review papers, which might indicate the competence of a faculty member in his specialization, these papers shall not be considered for promotion.

Article 13: Promotion Procedure

The promotion procedure is as follows:

- The applicant for promotion sends a "Letter of Intention" to the College Dean who forwards it to the VCAA.
- The VCAA, after reviewing the letter and records of the faculty member at the University, shall sends a letter to the College Dean authorizing him to proceed with the promotion process.

- The College Dean form an ad-hoc committee of three faculty members, with the closest specializations to the applicant area, for preliminary assessment of the application for promotion, using "USTF Preliminary Revision of an Application for Promotion" Form.
- The ad-hoc committee fill "USTF Preliminary Revision of an Application for Promotion" Form, submits the filled form to the College Dean, along with an "Eligibility for Promotion Letter", supporting or declining the application for promotion.
- The College Dean address the applicant in writing, regarding his eligibility for promotion to the thought rank, with copies to the Chair of the FPC and the VCAA.
- If the applicant is eligible for promotion, he/she submit his/her promotion dossier to the Chair of the FPC.
- The College Dean submits a list of names of ten external reviewers to the Chair of the FPC. If the College dean himself/herself is the candidate for promotion, then the Chair of the FPC select the names of the 10 external reviewers.
- The Chair of the FPC is responsible for form selection of a jury of three external reviewers from the list of ten reviewers and sending invitations to external reviewers for evaluation of the applicant research output.
- The Chair of the FPC shall be responsible for all communication with the reviewers throughout the review process until it is complete.
- After the Chair of USTF FPC receives the reports of the three external reviewers, he calls for a meeting of the FPC for review of the results of applicant's research assessment. In the meantime, the College Dean submits his evaluation of the faculty in teaching and service during the last two years.
- After presenting a table with the grades for each of the three categories (teaching, research, and service), the Chair of the FPC submits the complete file including the reports of the external reviewers on the applicant's research and the evaluation of the College Dean for teaching and service to the VCAA.
- The VCAA shall forward the complete faculty promotion file to the FPC, which review the file and send its and recommendation to VCAA.
- The VCAA shall make the final decision.

Article 14: Weight of Teaching, Research, and Service

The weights for teaching and research shall account for 80% of the total grade while service shall account for 20% of total grade. For teaching and research, the weight for each shall be in the range of 30-50%. The applicant can choose, in consultation with the Dean, the weight for each provided that the total for these two categories is 80%, with no less than 40% allocated for research.

Article 15: Grading Criteria

The grading shall be carried out provided that the applicant meets the conditions set forth in the Promotion Criteria mentioned in Article 12. Otherwise, the application for promotion shall be rejected. For eligible applicants (i.e., those satisfying the conditions set forth in Article 12), the grading criteria is as follows:

a. **Teaching**: The teaching grade shall be given by the Dean based on students' evaluation, teaching effectiveness, and quality of course files, as explained below. In this regard, the Dean shall also receive input from the HOD:
   - **Students' Evaluation:** The Dean shall determine the grade based on students' evaluation the applicant in teaching. This shall account for 40% score in the teaching category.
   - **Teaching Effectiveness:** The applicant shall provide evidence of teaching effectiveness in terms of teaching methodologies employed in classroom, major revisions of existing courses, development of curriculum, updating of labs, clinics, studios (as applicable), development of students' skills and competencies, and fair and consistent grading policy. The Dean shall consider all these factors in giving a grade for teaching effectiveness. This shall account for 40% score in the teaching category.
   - **Course Files:** The applicant shall submit the course files for all courses he/she taught during the last two year (Fall and Spring semesters) and clinics or studios he/she supervised. For this, the Dean shall give a grade with maximum score of 20% in the teaching category.

b. **Research:** For each reviewed research paper, the external reviewers shall give a score out of 100. Depending upon the required number of publications (four research papers published in SCOPUS-Indexed journals, for promotion to the rank of associate professor and six research papers published in SCOPUS-Indexed journals, for promotion to the rank of professor), the papers with highest scores will be considered by the FPC to give a final percentage grade. The minimum score or research category in the applicant's overall evaluation should not be less than 40%.

c. **Service:** The Dean shall give a service score for each of the following three categories:
   - Department, College, and University service (60)
   - Academic, professional, and community service activities outside USTF (20)
   - Contribution to students' co-curricular activities (20)

Article 16: Success Criteria

After determining the percentage grades in teaching, research, and service and considering the relative weights for each of these three categories, the FPC shall determine the overall weighted score in percentage. To be successful, the applicant shall obtain at least 75% overall weighted score. In addition, for promotion to the associate professor rank, the applicant must obtain at least 70% score in the research category, while for promotion to the professor rank, the applicant must obtain at least 80% score in the research category.

Article 17: Decision by the VCAA

The Chair of FPC, after determining the percentage score of the applicant in each category as well as the overall weighted score in percentage, shall make a recommendation based on the above-mentioned success criteria and submit the recommendation along with all evaluation documents (including external reviewers' reports) to the VCAA for revision. The VCAA shall forward the applicant's file (including the report of the Dean and the external reviewers' reports) to the FPC. The FPC will review the qualifications of the applicant as required for

promotion, fulfilment of all evaluation process requirements, and accordingly prepare a report taking into consideration the evaluation of the College Dean. The VCAA will notify any shortcomings in the review process to the FPC and may request for re-consideration. Finally, the FPC shall submit its recommendation to the VCAA. The VCAA shall issue a decision on the promotion application following the recommendation given in the FPC report, provided that the applicant is still working in the same post at the time the decision is issued. In case of favorable decision by the VCAA, the applicant shall be promoted to the corresponding academic rank in accordance with Article (18) below. The decision of promotion shall be issued in both Arabic and English, in two originals, one for the promoted faculty member and the other for the Office of Human Resources. A soft copy shall be sent to the Documentation Centre for archiving purposes.

Article 18: Effects of Promotion

All non-financial effects of the promotion decision shall be applicable immediately after the approval of promotion by the VCAA. However, all financial effects shall be applicable as from the beginning of the following academic year.

Article 19: Re-application for Promotion

If the application for promotion is rejected, the applicant may re-apply for promotion in the following academic year. If the application for promotion is rejected for two consecutive times, the FPC at USTF may accept to review the promotion application for a third and final time, at least one year after the second application was rejected. The applicant shall bear all the costs related to processing of his/her third application.

Section V: Appeals

Article 20

The applicant can submit an appeal against the promotion decision to the university Chancellor, within one month from the date he/she is notified of the rejection decision. USTF Chancellor may reject the appeal or form an ad-hoc committee to handle the appeal.

Section VI: Amending the Policy

Article 21

The articles of this Policy may be reviewed any time after one year from its entry into force, upon the directive of USTF Chancellor or Vice Chancellor for Academic Affairs. The timetable of the faculty promotion process is given in the following **appendix:**

Appendix: Timetable for Promotion Process

No.	Procedural Step	Deadline
1	Applicant submits letter of intent to the Dean	14 November
2	Dean forwards the letter of intent to the VCAA	21 November
3	Dean informs the applicant about his/her eligibility status	01 December
4	Applicant submits his/her dossier to the HOD	10 December
5	The HOD forms an ad-hoc committee in the department to review the dossier	17 December

6	The ad-hoc committee submits its report to the HOD	01 January
7	The HOD submits the dossier to the Dean along with the report of ad-hoc committee and his/her recommendation	10 January
8	The Dean sends the research papers to three external reviewers (jury)	24 January
9	The Dean receives the reviewers' reports.	01 April
10	The Dean reviews the complete file, gives score for each category, and submits the complete file to VCAA with his/her recommendation.	15 April
11	The VCAA forwards the file to FPC	22 April
12	The FPC after reviewing the complete file submits its recommendation to the VCAA	15 May
13	The VCAA makes the final decision	30 May

Related Policies

- Staff Roles and Responsibilities in Governance and Committees Policy
- Faculty roles and responsibilities in curriculum development and review Policy
- Faculty and Staff Professional Development Policy

Document History

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Ethics Policy

Policy Name	Ethics Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Financial and Administrative Affairs	Approval Date	

Policy Statement

This ethics policy states USTF standards of conduct so that members of USTF community understand the ethical issues related to their actions and behavior. USTF ethics policy affirms its commitment to obey the law of the country, and to perform all activities with integrity and without deception. In addition, it affirms its commitment to preserving the cultural and traditional values of the UAE society.

Policy Purpose

Creation and dissemination of knowledge, creative, teaching, and learning requires all members of the University to maintain the highest ethical and professional standards in all domains. This policy reflects the USTF's well-established policies and principles governing the behavior of all the university community and is intended to function as a useful summary of ethical principles and to emphasize the importance of observing these principles. This policy draws on the ethical and behavioral standards set forth in many university policies and principles as well as applicable laws. This policy supplements but does not replace other applicable university policies and principles including, but not limited to, Policies and Procedures Manual, Faculty Handbook, Staff Handbook, and Student Handbook.

Policy Details:

USTF expects all faculty and staff to adhere to the following ethical standards:

- Conduct themselves with integrity by being fair, honest and treat University community members with dignity and respect.
- Avoid any interest or activity that conflicts with the performance of their duties and report conflicts of interest which are unavoidable.
- Maintain confidentiality of information and avoid the use of the University information for personal benefit.
- Perform their duties with utmost honesty to serve the University, students, and community.
- Preserve, protect, and ensure the proper use of university assets and belongings.
- Strive for professional development and help other to develop as well.
- Respect the cultural values and heritage of the UAE society.
- Comply with all the laws, rules, and regulations in UAE as well as the policies and regulations of the University.
- Uphold the highest ethical norms in conducting scientific research by preserving the environment and heritage of the UAE society.

- USTF community members should not accept gifts.

Related Policies

- Distance Learning Faculty Qualification Policy
- Faculty and Staff Evaluation Policy
- Research Publication Compensation Policy
- Faculty and Staff Disciplinary Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approved as new policy	Office of Human Resources	VCAFA	BOT
V 2.0	08/02/2021	Update	Office of Human Resources	VCAFA	BOT
V 3.0	06/02/2023	Update	Office of Human Resources	VCAFA	BOT

5 | Student Policies

Undergraduate Admission Policy

Policy Name	Undergraduate Admission Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

This document sets out the University's policy on admissions to accredited undergraduate degree programs and applies to Admissions Officers and the Director of the Office of Admissions and Registration. The policy is intended to give guidance to staff and prospective students on USTF's procedures for recruiting, selecting, and admitting undergraduate and graduate students, to all campus-based programs.

Policy Purpose

USTF is committed to ensuring its admissions policies and procedures are fair, transparent, ethical, and timely, making study accessible to a diverse range of prospective students. The University has developed a policy framework to assist students to be equipped and prepared for study, regardless of academic background.

Policy Scope

This policy applies to all applications for undergraduate and graduate programs offered by University of Science and Technology of Fujairah (USTF).

Definitions

- **CAA:** Commission for Academic Accreditation at the Ministry of Education (MOE) in the United Arab Emirates (UAE).
- **University:** University of Science and Technology of Fujairah (USTF).
- **Office of Admissions and Registration (OAR):** The office responsible for supporting students during registration, study, and graduation. The OAR administers the University academic calendar, faculty timetables, and class schedule.
- **Director of Admissions and Registration:** Director of the Office of Admissions and Registration at the University.
- **Admissions Period:** The period during which applicants can submit their admission application to the Office of Admissions and Registration.
- **Application Level:** Admission application category, whether undergraduate, graduate, or transfer.
- **Active Application:** An application that is not marked as Cancelled, Expired, Enrolled, Rejected, or Declined.
- **Inactive Application:** An application in process that is marked as Cancelled, Expired, Enrolled, Rejected, or Declined.
- **Admissions Offer Letters:** Letters issued by the Office of Admissions and Registration and sent to the applicants notifying them that they have been admitted in one of the academic programs they have applied for.
- **Application Rejection Letters:** Letters issued by the Office of Admissions and Registration and sent to the applicants notifying them of the rejection of their admission application.
- **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- **Admission Fee:** The fee collected to process the admission application.

- **Registration Fee:** The fee collected to process a student's application and registration throughout his/her study at the University.
- **Application Number:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
- **International student:** A non-native Arabic-speaking student holding an international secondary school certificate.

Undergraduate Admissions Requirements

1. **Holders of UAE Secondary School Certificate or Equivalent Qualifications:**
   - Applications for admission should be submitted to the Office of Admissions and Registration during the admission period.
   - The applicant must possess a Secondary School Certificate (SSC) issued in the UAE, or its equivalent as approved by the UAE Ministry of Education (MOE).
   - Holders of SSC, Elite or Advanced Stream, are eligible for admission in any college of the University if they satisfy the minimum score requirement for the degree program as published by each college.
   - Holders of the SSC, General Stream, with a minimum score of 75 percent, are eligible for admission to the following programs:
     - Bachelor of Science in Information Technology/Cyber Security.
     - Bachelor of Science in Information Technology/Data Analytic.
     - Bachelor of Science in Management
   - Holders of the SSC, General Stream, with a minimum score of 70 percent, are eligible for admission to the following programs:
     - Bachelor of Science in Information Systems/Project Management.
     - Bachelor of Interior Design.
   - Holders of the SSC, General Stream, with a minimum score of 65 percent, are eligible for admission in the following programs:
     - Bachelor of Arts in Psychology
     - Bachelor of Arts in Sociology and Social Work
     - Bachelor of Arts in Mass Communication/Public Relations and Advertising

     Depending on the medium of instruction, then the applicant should satisfy the English and Arabic proficiency requirements outlined in ***Appendix***.

2. **Holders of International Secondary School Certificates**

   Holders of the international Secondary School Certificates are eligible for admission if:
   - The certificate was awarded after at least 12 years of schooling.
   - The student submitted an equivalency certificate from the Ministry of Education (MOE) in the United Arab Emirates (UAE).

3. **Admissions Criteria**
   - USTF Council for Academic Affairs (CFAA) determines the number of students to be admitted to each degree program each semester, according to the ceiling determined by the Commission for Academic Accreditation (CAA) for each program and the university's available resources.
   - The decision to admit a student is made on a competitive basis considering the number of available seats as determined by the colleges and the applicant's final secondary school examination score.

4. **Language Proficiency**

a. Full Admission

College where the medium of instruction is English Language

Full admission to programs where the medium of instruction is English is given to applicants who have achieved a score of 1100 in EmSAT English language proficiency test or an equivalent English proficiency test approved by the Commission for Academic Accreditation (CAA), and a score of 600 EmSAT Arabic language proficiency test (except the EmSAT Arabic score is 800 for Bachelor of Dental Surgery (BDS) and Bachelor of Pharmacy Programs).

International students who have not achieved the required EmSAT score in Arabic language will be fully admitted in their programs and register a maximum of 15 credit hours in addition to a non-credit Introduction to Arabic Language Course during the first semester. On passing this course by the end of the first semester, they will continue course registration for the second semester according to the approved study plans of their programs. Students who have not passed the non-credit Introduction to Arabic Language Course during the first semester must re-register in the course and successfully pass it by the end of the second semester at the University.

College where the medium of instruction is Arabic Language

Full admission to programs where the medium of instruction is Arabic is given to applicants with a score of at least 1000 EmSAT Arabic, in addition to a minimum score of 950 EmSAT Achieve English language proficiency test or an equivalent English proficiency test approved by the CAA.

Language proficiency scores are accepted only if they were obtained less than two years from the admission date. Institutional TOEFL score is considered only when the test is taken at an AMIDEAST center. USTF only accepts EmSAT Arabic scores provided by the Department of National and International Assessments in the Ministry of Education (MOE).

b. Conditional Admission

College where the medium of instruction is English Language

Applicants who have achieved the EmSAT English language score required for their programs but have not achieved the required EmSAT Arabic language score will be conditionally accepted in their programs and allowed to register 12 credit hours, mostly of general education course, in the first semester. They must register in a non-credit EmSAT Arabic language preparatory course and sign an undertaking to achieve the EmSAT Arabic language score required for their programs during the first academic year of their study at the University to be fully admitted in their academic programs.

Students who achieve the EmSAT Arabic Language score during the first semester will remove the conditional acceptance, will be fully admitted in their programs, and will register courses according to the approved study plans for the programs. Students who have not achieved the EmSAT Arabic language score during the first semester will remain under probation, register a maximum of 9 credit hours, and must obtain the EmSAT Arabic Language score required for their programs by the end of the second semester.

Applicants who have not achieved the EmSAT English language score and achieved the EmSAT Arabic language score required for their programs will allowed to register 9 credit hours of general education courses in the first semester. They must register in a non-credit EmSAT English language preparatory course and sign an undertaking to

register only general education courses and to achieve the EmSAT English language score required for their programs by the end of the first academic year of their study at the University to be fully admitted in their academic programs.
Students who achieve the EmSAT English Language score during the first semester will remove the conditional acceptance, will be fully admitted in their programs, and will register courses according to the approved study plans for the programs. Students who have not achieved the EmSAT English Language score during the first semester will remain under probation, will register a maximum of 6 credit hours of general education courses, and must obtain the EmSAT English Language score required for their programs by the end of the second semester.
Applicants who have not achieved the EmSAT English language score and have not achieved the EmSAT Arabic language score required for their programs will be allowed to register 6 credit hours of general education course in the first semester. They must register in non-credit EmSAT English and Arabic languages preparatory courses and sign an undertaking to register only general education courses and to achieve the EmSAT English and Arabic Language scores required for their programs by the end of the first academic year of their study at the University to be fully admitted in their academic programs.

College where the medium of instruction is Arabic Language

Applicants who have achieved the EmSAT Arabic language score required for their programs (except the Bachelor of Arts in Public Relations and Advertising, for which the EmSAT English language score of 950 is an admission requirement) but have not achieved the required EmSAT English language score will be conditionally accepted in their programs will be allowed to register 15 credit hours, mostly of general education course, in the first semester. They must register in a non-credit EmSAT English language preparatory course and sign an undertaking to achieve the EmSAT English language score required for their programs by the end of the first academic year of their study at the University to be fully admitted in their academic programs.
Students who achieve the EmSAT English language score during the first semester will remove the conditional acceptance, will be fully admitted in their programs, and will register courses according to the approved study plans for the programs. Students who have not achieved the EmSAT English language score during the first semester will remain under probation, will register 9 credit hours of general education courses, and must obtain the EmSAT English Language score required for their programs by the end of the second semester.
Applicants who have not achieved the EmSAT Arabic language score and achieved the EmSAT Arabic language score required for their programs will be allowed to register 12 credit hours of general education course in the first semester. They must register in a non-credit EmSAT Arabic language preparatory course and sign an undertaking to achieve the EmSAT Arabic Language score required for their programs by the end of the first academic year of their study at the University to be fully admitted in their academic programs.
Students who achieve the EmSAT Arabic Language score during the first semester will remove the conditional acceptance, will be fully admitted in their programs, and will register courses according to the approved study plans for the programs. Students who have not achieved the EmSAT Arabic language score during the first semester will remain under probation, will register 9 credit hours of general education courses, and

must obtain the EmSAT Arabic language score required for their programs by the end of the second semester.

Applicants who have not achieved the EmSAT English language score and have not achieved the EmSAT Arabic language score required for their programs will be allowed to register 9 credit hours of general education course in the first semester. They must register in non-credit EmSAT English and Arabic languages preparatory courses and sign an undertaking to achieve the EmSAT English and Arabic language scores required for their programs by the end of the first academic year of their study at the University to be fully admitted in their academic programs.

5. USTF Admission Exams

In reforming the Bachelor of Dental Surger(BDS) and Bachelor of Pharmacy (BPharm) programs, the Ministry of Education (MOE), stated that the applicants for admission in these two programs have to achieve an EmSAT score of 900 in Mathematics or equivalent, plus scores of 900 in two of the three science subjects (Chemistry, Biology or Physics). Applicants who have already achieved the EmSAT scores in these subjects will be fully admitted in the BDS and BPharm programs.

In case the EmSAT scores in Mathematics and two science subjects are not available, the MOE indicated that candidates shall sit for equivalent Admission Exams designed by colleges of dentistry and pharmacy; including Chemistry, Biology, Physics, and Mathematics.

Therefore, the University has already prepared USTF Admission Exams, designed by the College of Dentistry and College of Pharmacy and Health Sciences, which cover the following basic science subjects: Chemistry, Biology, Physics, and Mathematics.

a. College of Dentistry Admission Exam

The exam covers Biology (40%), Physics (20%), Chemistry (20%), and Mathematics (20%). The exam includes 100 questions in MCQs format, following MOE EmSAT system in grading and timing, and there is an English version and an Arabic version of the exam.

Applicants who pass the College of Dentistry Admission Exam will be fully admitted to the BDS program and will register courses according to the new BDS study plan approved by the CAA.

Applicants who fail to pass the College of Dentistry Admission Exam will be allowed to register 9 credit hours of general education courses. They also have to sign an undertaking stating that they are going to register only general education courses and to fulfill the CAA admission requirements by the end of the first academic year of their study at the University to be fully admitted in the BDS program.

Students who pass the College of Dentistry Admission Exam at the beginning of the second semester will be fully admitted to the BDS program and will register courses according to the new BDS study plan approved by the CAA.

Students who fail to pass the College of Dentistry Admission Exam at the beginning of the second semester will remain under probation, will register 6 credit hours of general education courses, and must pass the College of Dentistry Admission Exam at the end of the second semester to be fully admitted in the BDS program. Otherwise, students will be required to change their academic program.

b. College of Pharmacy and Health Sciences Admission Exam

The exam covers Chemistry (30%), Biology (30%), Mathematics (30%), and Physics (10%). The exam includes 100 questions in MCQs format, following MOE EmSAT system in grading and timing, and there is an English version and an Arabic version of the exam.

Applicants who pass the College of Pharmacy and Health Sciences Admission Exam will be fully admitted to the BPharm program in the College of Pharmacy and Health Sciences at USTF and will register courses, according to the new BPharm study plan approved by the CAA.

Applicants who fail to pass the College of Pharmacy and Health Sciences Admission Exam will be allowed to register 9 credit hours of general education courses. They also have to sign an undertaking stating that they are going to register only general education courses and to fulfill the CAA admission requirements by the end of the first academic year of their study at the University to be fully admitted in the BPharm program.

Students who pass the College of Pharmacy and Health Sciences Admission Exam at the beginning of the second semester will be fully admitted to the BPharm program and will register courses according to the new BPharm study plan approved by the CAA.

Students who fail to pass the College of Pharmacy and Health Sciences Admission Exam at the beginning of the second semester will continue under probation, will register 6 credit hours of general education courses, and must pass the College of Pharmacy and Health Sciences Admission Exam at the end of the second semester to be fully admitted in the BPharm program. Otherwise, students will be required to change their academic program.

6. USTF Admission Exam in Mathematics

With respect to Mathematics, applicants with an EmSAT score of 900 will be fully admitted to the Bachelor of Science in Electrical Engineering Program (Concentrations of Electronics and Communication and Power and Renewable Energy), BPharm and BDS Programs. Applicants with an EmSAT score of 800 will be fully admitted to the Bachelor of Law Program, and applicant with an EmSAT score of 600 in mathematics will be fully admitted to the Bachelor of Science in Management Program.

a. Colleges of Engineering and Technology

Applicants who have achieved the EmSAT score of 900 in Mathematics will be fully admitted to the Bachelor of Science in Electrical Engineering Program (Concentrations of Electronics and Communication and Power and Renewable Energy) at USTF. But, applicants who have not achieved the required EmSAT score in mathematics and would like to join the Bachelor of Science in Electrical Engineering Program have to sit for an USTF Admission Exam in Mathematics and achieve a score of 900.

Applicants who pass USTF Admission Exam in Mathmatics with the score required for Electrical Engineering Program will be conditionally admitted to the Program and will be allowed to register 15 credit hours, mostly of general education courses, in the first semester. They also have to sign an undertaking stating that they are giong to achieve the EmSAT score in Mathematis required for the Bachelor of Science in Electrical Engineering Program by the end of the first academic year of their study at the University to be fully admitted to the program.

Applicants who fail to pass USTF Admission Exam in Mathematics required for Electrical Engineering Program will be allowed to register 9 credit hours of general education courses in the first semester. Those applicants must register in a non-credit EmSAT Mathematics preparatory course, They also have to sign an undertaking stating that they are going to register only general education courses and fulfill the EmSAT score in Mathematics required for their program by the end of the first academic year of their study at the University.

Students who achieve the EmSAT score in Mathematics required for the Bachelor of Science in Electrical Engineering Program during the first semester will remove the conditional acceptance, be fully admitted to the Program, and register courses according to the approved study plan for Bachelor of Science in Electrical Engineering Program.

Students who have not achieved the EmSAT score in Mathematics during the first semester will remain under probation, will register 6 credit hours of general education courses, and must obtain the EmSAT score in Mathematics required for the Bachelor of Science in Electrical Engineering Program by the end of the second semester.

Applicants who have not achieved the required EmSAT scores in English, Arabic and Mathemtics will be allowed to register only 3 credit hours of general education courses and must register in three non-credit preparatory courses in English, Arabic, and Mathematics in the first semester. They also have to sign an undertaking stating that they are going to achieve the required scores in English, Arabic and Mathematics by the end of the first academic year of their study at the University to be fully admitted in their academic program.

Students who fail to achieve the required EmSAT scores in English, Arabic and Mathematics required for their program by the end of the first semester will be allowed to register only 3 credit hours of general education courses, and must obtain the required EmSAT scores in English, Arabic, and Mathematics by the end of the second semester to be fully admitted in their academic program. Otherwise, students will be required to change their academic programs.

b. Colleges of Business Administration

Applicants who have achieved the EmSAT Mathematics score of 600 will be fully admitted to the Bachelor of Science in Management Program at USTF. But, applicants who have not achieved the required EmSAT score in mathematics and would like to join the Bachelor of Science in Management Program have to sit for an USTF Admission Exam in Mathematics and achieve a score of 600.

Applicants who pass USTF Admission Exam in Mathmatics with the score required for the Bachelor of Science in Management Program will be conditionally admitted to the Program and will be allowed to register 15 credit hours, mostly of general education courses, in the first semester. They also have to sign an undertaking stating that they are going to achieve the EmSAT score in Mathematics required for the Bachelor of Science in Management Program before the end of the first academic year of their study at the University to join the program.

Applicants who fail to pass USTF Admission Exam in Mathematics required for the Bachelor of Science in Management Program will be allowed o register 9 credit hours of general education courses in the first semester at the University. Those applicants must register in a non-credit EmSAT Mathematics preparatory course and fulfill the

EmSAT score in Mathematics required for their program by the end of the first academic year of their study at the University to join the program.

Students who achieve the EmSAT score in Mathematics required for the Bachelor of Science in Management Program during the first semester will remove the conditional acceptance, be fully admitted to the Program, and register courses according to the approved study plan of the Program.

Students who have not achieved the EmSAT score in Mathematics during the first semester will remain under probation, will register 6 credit hours of general education courses, and must obtain the EmSAT score in Mathematics required for the Bachelor of Science in Management Program by the end of the second semester.

Applicants who have not achieved the required EmSAT scores in English, Arabic and Mathematics will be allowed to register only 3 credit hours of general education courses and must register in three non-credit preparatory courses in English, Arabic, and Mathematics in the first semester. They also have to sign an undertaking stating that they are going to achieve the required scores English, Arabic and Mathematics by the end of the first academic year of their study at the University to be fully admitted in their academic program.

Students who fail to achieve the required EmSAT scores in English, Arabic and Mathematics required for their program by the end of the first semester will be allowed to register only 3 credit hours of general education courses, and must obtain the required EmSAT scores in English, Arabic, and Mathematics by the end of the second semester to be fully admitted in their academic program. Otherwise, students will be required to change their academic program.

c. Colleges of Law

Applicants who have achieved the EmSAT score of 800 in Mathematics will be fully admitted to the Bachelor of Law Program at USTF. But, applicants who have not achieved the required EmSAT score in Mathematics and would like to join the Bachelor of Law Program have to sit for an USTF Admission Exam in Mathematics and achieve a score of 800.

Applicants who pass USTF Admission Exam in Mathmatics with the score required for the Bachelor of Law Program will be conditionally admitted to the Program and will be allowed to register 15 credit hours, mostly of general education courses, in the first semester. They also have to sign an undertaking stating that they stating that they are gioing to achieve the EmSAT score in Mathematis required for the Bachelor of Law Program by the end of the first academic year of their study at the University to be fully admitted to the program.

Applicants who fail to pass USTF Admission Exam in Mathematics required for Bachelor of Law Program will be allowed to register 12 credit hours of general education courses in the first semester at the University. Those applicants must register in a non-credit EmSAT Mathematics preparatory course and obtain the EmSAT score in Mathematics required for the Bachelor of Law Program by the end of the first academic year of their study at the University to join the program.

Students who achieve the EmSAT score in Mathematics required for the Bachelor of Law Program during the first semester will remove the conditional acceptance, be fully admitted to the Bachelor of Law Program, and register courses according to the approved study plan for the Bachelor of Law Program.

Students who have not achieved the EmSAT score in Mathematics during the first semester will remain under probation, will register 9 credit hours of general education courses, and must obtain the EmSAT score in Mathematics required for the Bachelor of Law Program by the end of the second semester.

Applicants who have not achieved the required EmSAT scores in English, Arabic and Mathematics will be allowed to register only 6 credit hours of general education courses and must register in three non-credit preparatory courses in English, Arabic, and Mathematics in the first semester. They also have to sign an undertaking stating that they are going to achieve the required scores in English, Arabic and Mathematics by the end of the first academic year of their study at the University to be fully admitted in their academic program.

Students who fail to achieve the required EmSAT scores in English, Arabic and Mathematics required for their program by the end of the first semester will be allowed to register only 3 credit hours of general education courses, and must obtain the required EmSAT scores in English, Arabic, and Mathematics by the end of the second semester to be fully admitted in their academic program. Otherwise, students will be required to change their academic programs.

7. USTF Admission Exam in Physics

With respect to Physics, applicants with an EmSAT score of 900 will be fully admitted to the Bachelor of Science in Electrical Engineering Program (Concentrations of Electronics and Communication and Power and Renewable Energy), BDS and BPharm Programs.

a. Colleges of Engineering and Technology

Applicants who have achieved the EmSAT score of 900 in Physics will be fully admitted to the Bachelor of Science in Electrical Engineering Program (Concentrations of Electronics and Communication and Power and Renewable Energy) at USTF. But, applicants who have not achieved the required EmSAT score in Physics and would like to join the Bachelor of Science in Electrical Engineering Program have to sit for an USTF Admission Exam in Physics and achieve a score of 900.

Applicants who pass USTF Admission Exam in Physics with the score required for the Bachelor of Science in Electrical Engineering Program will be conditionally admitted to the Program and will be allowed to register 15 credit hours, mostly of general education courses in the first semester. They also have to sign an undertaking stating that they are going to achieve the EmSAT in Physics required for the Bachelor of Science in Electrical Engineering Program before the end of the first academic year of their study at the University to be fully admitted in their academic programs.

Applicants who fail to pass USTF Admission Exam in Physics required for Bachelor of Science in Electrical Engineering Program will be allowed to register 9 credit hours of general education courses in the first semester at the University. Those applicants must register in a non-credit EmSAT Physics preparatory course and fulfill the EmSAT score in Physics required for their program by the end of the first academic year of their study at the University to join the Bachelor of Science in Electrical Engineering Program.

Students who achieve the EmSAT score in Physics required for the the Bachelor of Science in Electrical Engineering Program during the first semester will remove the conditional acceptance, be fully admitted to the Program, and register courses according to the approved study plan for the Program.

Students who have not achieved the EmSAT score in Physics during the first semester will remain under probation, register 6 credit hours of general educatio courses, and must obtain the EmSAT score in Physics required for the Bachelor of Science in Electrical Engineering Program by the end of the second semester.

Applicants who have not achieved the required EmSAT scores in English, Arabic, Mathematics, and Physics will be allowed to register only 3 credit hours of general education courses and must register in four non-credit preparatory courses in English, Arabic, Mathematics, and Physics in the first semester. They also have to sign an undertaking stating that they are going to achieve the required scores English, Arabic, Mathematics, and Physics by the end of the first academic year of their study at the University to be fully admitted in their academic program.

Students who fail to achieved the required EmSAT scores in English, Arabic Mathematics, and Physics required for their program by the end of the first semester will be allowed to register only 3 credit hours of general education courses, and must obtain the required EmSAT scores in English, Arabic, Mathematics, and Physics by the end of the second semester to be fully admitted in their academic program. Otherwise, students will be required to change their academic programs.

8. Other Conditional Admission Cases

a. Graduates of High School Science and Literary Sections

Applicants holding high school certificates of the science and literary sections with score of 60% and have achieved scores of 950 EmSAT English or equivalent and 1000 EmSAT Arabic can be fully admitted in the following academic programs:

- Bachelor of Arts in Psychology.
- Bachelor of Arts in Sociology and Social Work.
- Bachelor of Arts in Mass Communication/Public Relations and Advertising.

of those applicants who have not achieved the required EmSAT score in English, Arabic or both can be conditionally accepted in the General Education Program accoring to the terms and conditions described in detail in Clause 4.b (ii) of this policy.

b. Old High School Graduates

According to the CAA of the MOE, old High School graduates who have passed high school with less than 60%, do not need to repeat high school, and can join USTF subject to the following conditions:

- Scores of 950 EmSAT English, 1000 EmSAT Arabic, and 500 EmSAT Math for enrollment in the following programs offered in Arabic:
  - Bachelor of Arts in Psychology
  - Bachelor of Arts in Sociology and Social Work
  - Bachelor of Arts in Mass Communication/Public Relations and Advertising
- If the students did not achieve the above EmSAT scores, they can register general education courses (bridging courses) in USTF in Math, English, and Arabic. They do not officially belong to any program at this stage and once they achieve the required EmSAT scores they can join the above three programs regardless of high school grades as long as they have passed high school.
- The above conditions are not applied to majors/programs for which specific Ministerial Decrees were issued on admission criteria (Medicine, Pharmacy, Dentistry, Law, Engineering, Business, and Education).

9. Admission of Applicants with Diploma Certificates

Applicants holding Diploma Certificates can be admitted to USTF subject to fulfillment of the following requirements:

- Holding UAE High School Certificate or its equivalent.
- Students admitted to the College of Business Administration, College of Law, and College of Engineering and Technology must have an overall merit of Good or higher.
- Students have to fulfill all the admission requirements of the program they would like to join as mentioned in detail in the ***Appendix***.
- Students have to testify, in writing, that they are going to obtain eqivalency certificates for the courses they have studied before joining USTF. These courses will not be uploaded on USTF eMada System until fulfillment of all the admission requirements of the program they would like to join as mentioned in detail in the ***Appendix***.

10. Admission for Transfer Students (Undergraduate Programs)

- Students transferring from other accredited universities must comply with the following requirements:
- Transfer is permitted to a similar program as the one studied previously only if the following conditions are satisfied:
  - They have a CGPA of at least 2.0 out of 4 or equivalent.
  - They should not have been the subject of disciplinary dismissal.
  - They meet the English Language Proficiency requirement, if applicable.
- Transfer is permitted to a different program to the one studied previously only if the following conditions are satisfied:
  - They should not have been the subject of disciplinary dismissal.
  - They meet the proficiency requirements in English, Arabic, and other subjects as determined by their respective academic programs and colleges.

11. Re-admission of Former Students

- Students, whose studies have been interrupted for any reason for more than one year, will have to re-apply for admission. To be eligible for re-admission, the applicant must meet the following criteria:
  - The applicant can only be admitted to the same program he/she was enrolled in if it is still being offered by the University.
  - The applicant was not subject to academic or behavioral dismissal from the University.
  - The applicant was not in unsatisfactory standing with the University.
  - The applicant must satisfy the admission requirements in effect at the time of readmission.
  - The applicant's previous fees, charges and dues owed to the University have been paid.
  - Seats for the program the applicant wants to join are available.

12. Documents Required for Admission

- Application form, which may be obtained from the Office of Admission and Registration, to be filled in by the applicant.
- UAE Secondary School Certificate, or its equivalent, and grade transcript.
- Certified copies are acceptable.
- Photocopy of valid passport
- Photocopy of a valid Identity Card (for UAE residents)

- Health certificate, issued by a university doctor.
- Certificate of good conduct, issued by an official body.
- Six passport-size photographs with the applicant's full name on the back of each
- A written commitment signed by the applicant that he/she will observe university rules and regulations.
- If available, a certificate of proficiency in English language, e. g. TOEFL with a minimum score of 500, or IELTS (Academic) with a score of at least 5, EmSAT 1100. Institutional TOEFL score is considered only if the test was taken at USTF.

13. Equivalency of Documents

- Newly admitted students are requested to have their documents certified before the end of the first semester of study, otherwise their registration will be cancelled.
  - High-school certificates obtained in the UAE must be certificated by the UAE Ministry of Education.
  - High-school certificates obtained abroad must be certificated by the Ministry of Education, and by either the Ministry of Foreign Affairs of the country of origin and the UAE embassy in that country, or by the embassy of the country which issued the certificate, and by the UAE Ministry of Foreign Affairs. In addition, an equivalency letter of the high school certificate must be obtained from the Ministry of Education in the UAE.

14. Admissions and Registration Fees

- Applications will be processed by the Office of Admissions and Registration only after payment of the non-refundable application and registration fees.
- Students admitted to certain programs are required to pay a seat reservation deposit. These programs are those of: Bachelor of Dental Surgery, Bachelor of Pharmacy, B.Sc. in Architecture, and Bachelor of Interior Design.
- The deposit should be paid before the end of the deadline mentioned in the offer letter.
- Failure to pay the deposit will result in the offer being withdrawn.
- This deposit is deductible from the student's fee for the semester for which admission was given.
- The finance department sets the fees and deposit amounts.

Appendix. Admission Requirements for Accredited Academic Programs at USTF

College	Academic Programs	Total Credit Hours	Certificate and percentage required for admission			EmSAT requirement
			Elite Stream	Advanced Stream	General Stream	
Engineering and Technology	Bachelor of Science in Electrical Engineering /Electronics and Communication	142	75%	80%	NA	EmSAT English (1100) or an equivalent test[1], EmSAT Math (900), EmSAT Physics (800), EmSAT Arabic (600)[4]
	Bachelor of Science in Electrical Engineering /Power and Renewable Energy	142	75%	80%	NA	EmSAT English (1100) or an equivalent test[1],EmSAT Math (900), EmSAT Physics (800), EmSAT Arabic (600)[4]
	Bachelor of Science in Information Systems /Project Management	123	65%	65%	70%	EmSAT English (1100) or an equivalent test[1], EmSAT Arabic (600)[4]
	Bachelor of Science in Information Technology / Cyber Security	123	70%	70%	75%	EmSAT English (1100) or an equivalent test[1], EmSAT Arabic (600)[4]
	Bachelor of Science in Information Technology/ Data Analytics	123	70%	70%	75%	EmSAT English (1100) or an equivalent test[1], EmSAT Arabic (600)[4]
	Bachelor of Interior Design	134	65%	65%	70%	EmSAT English (1100) or an equivalent test[1], EmSAT Arabic (600)[4]
Business Administration	Bachelor of Science in Management	126	70%	70%	75%	EmSAT English (1100) or an equivalent test[1], EmSAT Math (600), EmSAT Arabic (600)[4]
Humanities and Sciences	Bachelor of Arts in Sociology and Social Work	126	60%	60%	65%	EmSAT English (950) or an equivalent test[2], EmSAT Arabic (1000)
	Bachelor of Arts in Psychology	126	60%	60%	65%	EmSAT English (950) or an equivalent test[2], EmSAT Arabic (1000)
	Bachelor of Arts in Mass Communication/ Public Relations and Advertising	126	60%	60%	65%	EmSAT English (950) or an equivalent test[2], EmSAT Arabic (1000)
Pharmacy and Health Sciences	Bachelor of Pharmacy	167	80%	85%	NA	EmSAT English (1100) or an equivalent test[1], EmSAT Math (900)[3], Two out of EmSAT Chemistry, Physics, Biology (900)[3], EmSAT Arabic (800)[4]
Dentistry	Bachelor of Dental Surgery	200	80%	85%	NA	EmSAT English (1100) or an equivalent test1 EmSAT Math (900)[3], Two out of EmSAT Chemistry, Physics, Biology (900)[3], EmSAT Arabic (800)[4]
Law	Bachelor of Law	132	75%	80%	85%	EmSAT English (950) or an equivalent test[2], EmSAT Math (800), EmSAT Arabic (1000)

1 EmSAT in English language with a score of 1100, or an equivalent TOEFL (500) or Academic IELTS (5).

2 EmSAT in English language with a score of 950, or an equivalent TOEFL (450) or Academic IELTS (4.5).

3 An EmSAT in Mathematics or equivalent, plus EmSAT in two of the three science subjects (Chemistry, Physics, Biology), with the score specified for each academic program. In case of EmSAT scores in Mathematics and two science subjects are not available, a candidate shall sit for an equivalent Admission Exam designed by the University, which includes Chemistry, Physics, Biology, Mathematics.

4 A. Non-native Arabic speakers, who have not achieved the required score in Arabic language, shall enroll in a non-credit "Introduction to Arabic Language" course at the University. B. Students graduating with UAE or equivalent certificates, who have not achieved the required score in Arabic language, shall be conditionally accepted subject to pass an EmSAT test in Arabic language with the required score for the academic program.

Notes: For secondary school certificates that do not follow the UAE ministerial curriculum, an equivalency letter from the Ministry of Education in the UAE should be submitted. Students who hold agricultural, industrial, technical, commercial, vocational, and religious secondary school certificates are eligible for admission to all degree programs offered to holders of General Stream secondary school certificates. Students should also pass/fulfil any other admission condition set by the respective college.

Related Policies

- Graduate Admission Policy
- Transfer Admission Policy

- Advanced Standing Policy and Procedures
- Prior Learning Assessment and Recognition Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	VCAA	CFAA	BOT
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Graduate Admission Policy

Policy Name	Graduate Admission Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

Admission to a specific program of study implies admission to USTF. However, admission to a particular program does not imply automatic admission to any other program. For students who do not meet all the admission requirements at the time of application, admission will be considered conditional, or their established equivalent, being met within the prescribed time periods and subject to the conditions outlined in this policy.

Policy Purpose

This document sets out USTF policy on admissions to the graduate programs, and it is applied by the Office of Admissions and Registration (OAR). USTF does not discriminate in recruitment and admissions based on ethnicity, religion, disability, immigration status, gender, or other such considerations.

Definitions

- **University:** University of Science and Technology of Fujairah (USTF).
- **Admissions Period:** The period during which applicants can submit their admission application to the Office of Admissions and Registration.
- **Application Level:** Admission application category, whether undergraduate, graduate or transfer.
- **Active Application:** An application that is not marked as “Cancelled”, “Expired”, “Enrolled”, “Rejected”, or “Declined”.
- **Admissions Offer Letter:** A letter issued by the Office of Admissions and Registration and sent to the applicant notifying him/her that he/she has been admitted in one of the programs he/she has applied for.
- **Application Rejection Letter:** A letter issued by the Office of Admissions and Registration and sent to the applicant notifying them of the rejection of their admission application.
- **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- **Admission fee:** The fee collected to process the admission application.
- **Admission and Registration Fee:** The fee collected to process a student’s application and registration throughout his/her study at the University.
- **Application ID:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
- **Dean of Admissions and Registration:** The head of the Deanship of Admissions and Registration at the University.

Full Admission Requirements for master’s Level Programs

For Full admission, the applicant must satisfy the following:

- The applicant for Master's programs is a holder of a Bachelor's degree in the same field as that of the program applied for, with a minimum cumulative GPA of 3.0 on a scale of 4.0, or its equivalent.
- The applicant's Bachelor's degree was issued from an accredited university recognized by the Ministry of Education - Higher Education Affairs, UAE.
- The applicant achieved the minimum required score of proficiency test in English with a valid certificate as the following:
  - For Master's programs taught in English, the applicant has achieved an EmSAT English with a minimum score of 1400 or its equivalent (Applicants for Master programs taught in English may be exempted from the English proficiency requirement only for students who undertook all their schooling (K-12) plus a Bachelor's degree in English in a reference English-speaking country (e.g., UK, USA, Australia, and New Zealand).
  - The applicant for the graduate programs taught in Arabic has achieved a minimum score of 1250 in EmSAT "Arabic".
  - The applicant has paid the application fee.

Conditional admission requirements for Master programs

Conditional admission may be granted if the applicant fulfills the above listed general conditions of full admission, but his/her CGPA is between 2.0 and 2.99, or if (the program is taught in English) his/her EmSAT English score is between 1250 and less than 1400 or its equivalent.

a. Conditional admission due to non-fulfillment of CGPA requirement.

If the applicant has achieved an EmSAT English or its equivalent with a minimum required score and has a recognized Bachelor's degree with a minimum cumulative grade point average (CGPA) of 2.5-2.99 on a 4.0 scale or its equivalent, he/she may be conditionally admitted to the Professional Postgraduate Diploma in Teaching program or for the Master programs. Such a student under this category will be allowed to continue in the program only if he/she meets the following conditions:

- take six credit hours of courses from the program study plan (as per the advice of his/her academic advisor) in the first semester of study and
- achieve a minimum CGPA of 3.0 on a 4.0 scale. by the end of his/her first semester.
- Failure to meet the above conditions will result in dismissal from the program.

  a.2. If the applicant has achieved an EmSAT English or its equivalent with a minimum required score and has a recognized Bachelor's degree with a minimum cumulative grade point average (CGPA) of 2.0 - 2.49 on a 4.0 scale or its equivalent, he/she may be conditionally admitted to the Professional Postgraduate Diploma in Teaching program or for the Master programs. Such a student under this category will be allowed to progress to the graduate program only if he/she meets the following conditions during the first semester of conditional admission or be subject to a dismissal:

- Must take a maximum of nine graduate-level credit hours as remedial preparation for the graduate program (these remedial courses are not for credit within the degree program).

- Must achieve a minimum CGPA of 3.0 on a 4.0 scale in these remedial courses to progress to the graduate program.

b. Conditional admission due to non-fulfillment of English Proficiency requirement

If the applicant has achieved an EmSAT English with a minimum score of 1250 or its equivalent (for the Master programs taught in English) with a recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 3.0 on a 4 scale, he/she may be conditionally admitted to the Master program. Such a student must meet the following requirements during the first semester of conditional admission or be subject to a dismissal:

- Must take six credit hours in the first semester of study, not including intensive English courses.
- Must achieve a minimum CGPA of 3.0 on a 4.0 scale, in the first semester.
- Must achieve an EmSAT English with a minimum score of 1400 or its equivalent, by the end of the student's first semester of study.

c. If the applicant for the programs taught in Arabic has a recognized Bachelor's degree

with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale, but has not achieved the required score on the English proficiency test and /or the required score in EmSAT "Arabic", such a student may be conditionally admitted and must meet the following requirements during the first semester of conditional admission or be subject to a dismissal:

- Must take six credit hours in the first semester of study, not including the remedial English, Arabic courses.
- Must achieve a minimum CGPA of 3.0 on a 4.0 scale, in the first six credit hours of credit-bearing courses studied for the graduate program.
- Must achieve an EmSAT English with a minimum score of 950 or its equivalent, by the end of the student's first semester of study.
- Must achieve an EmSAT Arabic with a minimum score of 1250 by the end of the student's first semester of study.

d. To get out of Conditional Admission

According to Stipulation (6.3.6) of section 6.3 (Graduate Admission) in the 2019 CAA standards, a student get out of conditional admission if he/she has to:

- achieve the EmSAT exam at a score of 1400 or equivalent, by the end of the student's first semester of study;
- Pass the intensive English courses; and
- achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in the first six credit hours of credit-bearing courses studied for the graduate program.

Admission to Master Bridge (Foundation) Program

The Bridge (Foundation) Program is a program intended to bridge the gap between a student's prior work (Bachelor's degree) and the background required for the Master's program he/she is entering. The courses in a bridge program typically do not carry degree credit.

The program coordinator may consider admission applications to the foundation program from students who satisfy the admission requirements of the program, but they are holders.

To transition from the foundation/ Bridge program to the Master program, a student must:

- Pass all the registered foundation courses specified by the program coordinator and obtain an average "B" grade to be admitted to the program.
- Or obtain the (Management Appreciation Program) certificate For the MBA programs.
- Achieve an EmSAT English or its equivalent with a minimum, required score for his/her graduate program.

Re-admission of Former Students

Students, whose studies have been interrupted for any reason for more than one year, will have to re-apply for admission. To be eligible for re-admission, the applicant has to meet the following criteria:

- The applicant can only be admitted to the same program they were studying in if it is still being offered by the University.
- The applicant was not subject to academic or behavioral dismissal from the University.
- The student was not in unsatisfactory academic standing.
- The applicant must satisfy the admission requirements in effect at the time of readmission.
- The applicant's previous fees, charges and dues owed to the University have been paid.
- Seats for the program the applicant wants to join are available.

Documents Required for Admission to a Graduate Program

Application form, which may be obtained from the Admissions and Registration Deanship, to be filled in by the applicant:

- UAE Secondary School Certificate, or its equivalent
- Certified copy of the bachelor's degree certificate or its equivalent,
- Certificate copy of the grade transcript
- Certificate of proficiency in English language, e.g., TOEFL with a minimum score 550 in TOEFL or its equivalent
- Photocopy of valid passport
- Ac copy of UAE ID card for UAE residents
- Health certificate, issued by a university doctor.
- Certificate of good conduct, issued by an official body.
- Six recent passport-size photographs
- Two reference letters
- A written commitment signed by the applicant that he/she will observe university rules and regulations.
- USTF does not take into consideration Institutional TOEFL scores obtained in another institution.
- If the bachelor's degree is obtained abroad, the applicant must apply for Equivalency of his/her degree at the Ministry of Education (MoE), UAE.

Equivalency of Documents

Newly admitted students are requested to have their documents certified before the end of the first semester of study, otherwise their registration will be cancelled.

- The bachelor's degrees obtained in the UAE must be certificated by the MoE, UAE.
- Bachelor degree obtained abroad must be certificated by the MoE, and either by the Ministry of Foreign Affairs of the country of origin and the UAE embassy in that country, or by the embassy of the country, which issued the certificate, and by the UAE Ministry of Foreign Affairs.
- The certificate must be equated by the Ministry of Education.

Admission Validity

Admission to a Graduate program is valid for a full semester.

Admissions and Registration Fees

Applications will be processed by the Office of Admissions and Registration only after payment of the non- refundable application and registration fees.

Related Policies

- Undergraduate Admission Policy
- Transfer Admission Policy
- Advanced Standing Policy and Procedures
- Prior Learning Assessment and Recognition Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Transfer Admission Policy

Policy Name	Transfer Admission Policy		
Policy Owner	Office of Admissions and Registration	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Students seeking to transfer to USTF from another Higher Education Institution must satisfy the following conditions:

- Submit original or certified copy of high school certificate or its equivalent, approved by the relevant authority in the country where the certificate was granted, and by the UAE Ministry of Education.
- Provide an official transcript from an accredited institution, attested by the Ministry of Higher Education if from the UAE, or by the equivalent if from an institution outside the UAE.
- Submit course descriptions and syllabus, of all transfer, as published in the concerned institute catalog.
- Provide certificate of achievement all the EmSAT scores for admission in the academic program the applicant is transferring to.

Policy Purpose

This document sets out the University's policy on admissions to accredited undergraduate degree programs and applies to Admissions Officers and the Director of the Office Admissions and Registration at USTF.

Definitions

- **University:** University of Science and Technology of Fujairah (USTF).
- **Admissions Period:** The period during which applicants can submit their admission application to the Office of Admissions and Registration.
- **Application Level:** Admission application category, whether undergraduate, graduate or transfer.
- **Active Application:** An application that is not marked as cancelled, expired, enrolled, rejected, or declined.
- **Admissions Offer Letters:** A letter issued by the Office of Admissions and Registration and sent to the applicants notifying them that they have been admitted in one of the programs they have applied for.
- **Application Rejection Letter:** A letter issued by the Office of Admissions and Registration and sent to the applicant notifying them of the rejection of their admission application.
- **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- **Admission Fee:** The fee collected to process the admission application.
- **Admission and Registration Fee:** The fee collected to process a student's application and registration throughout his/her study at the University.

- **Application ID:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
- **Director of Admissions and Registration Office:** The Director of the Office of Admissions and Registration at the University.
- **Transfer students:** Students applying to transfer to USTF, who have previously studied in another accredited educational institution, and would like to transfer to the same program they studied or to another program at USTF.
- **Accredited educational institutions:** educational institutions accredited by the Ministry of Education (MoE) in the United Arab Emirates (UAE).

a. Transfer of Students in Good Academic Standing

Students from accredited institutions of higher education may apply for admission in an USTF program in the same field of study if:

- The former institution is recognized by the MoE in the UAE
- The student has been in good academic standing i.e.: Cumulative Grade Point Average (CGPA) is a least 2.0 on a scale of 4.0, or the equivalent, for undergraduate students.
- The student has been in good academic standing i.e.: Cumulative Grade Point Average (CGPA) is a least 3.0 on a scale of 4.0, or the equivalent for students in graduate programs.
- The student has not been the subject of dismissal.
- The transferred student must have achieved the secondary school average required for the program during the transfer semester and must have achieved all admissions criteria for this program in that semester.
- The transferred courses are counted for students who are transferring to a similar program to the one they have previously studied if:
  - The number of credit hours for the course is not less than that of the USTF equivalent course.
  - The grade obtained in the previous course must have been at least C (2.0 on a 4.0 scale), or the grade that corresponds to the Merit of Good (70%) for institutions using a different grading scale for undergraduate students.
  - The grades obtained in the previous courses must have been at least B (3.0 on a 4.0 scale), or the grade that corresponds to the Merit of Very Good (80%) for institutions using a different grading scale for students in graduate programs.
  - The course content at the institution previously attended should be comparable to that of the corresponding course offered at USTF.
  - USTF does not grant transfer students a degree unless they successfully complete at least 50% of the credit hours of the program, including most of the final year courses at USTF.
  - Grades obtained in transferred courses at the previous institution will not be considered in the computation of the CGPA at USTF.

b. Transfer of undergraduate Students in not Good Academic Standing but are not Dismissed.

Students who are in not good academic standing but are not dismissed from their institutions may apply for transfer to an USTF program other than the program they were enrolled in at the institution they previously attended if:

- Students have not been dismissed form their institutions.
- Students are holder of High School Certificates which are eligible for admission to USTF programs they have applied to transfer for.
- The transferred students must have achieved secondary school average required for the program in that semester and must have achieved all admissions criteria for this program in that semester.
- The transfer of students having a CGPA less than 2.0 and are not dismissed from their academic institutions can be accepted in a different USTF program than they have previously attended. The transfer of credit hours will be limited to the General Education courses, given that the points ii, iii, and iv are fulfilled.

c. Transfer of undergraduate Students in not Good Academic Standing and Dismissed from their Institutions.

Student who are not in good academic standing and academic dismissed from their institutions, may apply for transfer to an USTF program different from the one in which they have enrolled at the institution they previously attended if:

- The students are holder of High School Certificates which are eligible for transfer to an USTF undergraduate programs.
- The transferred students must have achieved secondary school average require for the program in that semester and must have achieved all admissions criteria for this program in that semester.
- Any course that was previously studied in the previous educational institution they have attended shall not be transferred.

d. English Language Proficiency requirements

- If the student was admitted at his/her previous university based on the Institutional TOEFL, she will be requested to re-take TOEFL test at USTF.
- If the student was disconnected from his studies, his non- Institutional TOEFL score will be considered only if it was obtained in less than two years at the date of the beginning of the first semester of study at USTF.
- The transferred students must have achieved all admissions criteria for the program they have transferred to.

e. Documents Required for Admission

- Application form, which may be obtained from the Office of Admissions and Registration, to be filled in by the applicant.
- UAE Secondary School Certificate, or its equivalent, and grade transcript. Only certified copies are acceptable.
- Equivalency certificate issued by the Ministry of Education in UAE for the holders of non-UAE high school certificate.

- Certificates of EMSAT scores or equivalent according to the admission requirements of USTF's academic programs.
- Official transcript from the previous educational institution certified by the Ministry of Education.
- Description of the courses previously studied at the previous educational institution.
- Photocopy of a valid passport and a residency visa (if applicable).
- Photocopy of a valid Emirates ID Card.
- Photocopy of birth certificate.
- Health certificate.
- Status of UAE National Service for UAE male students.
- Photocopy of Family Book for UAE students
- Valid certificate of good conduct issued by an official body.
- Six passport-sized photographs with the applicant's full name on the back of each.
- A signed "declaration" by the applicant stating that she will observe university rules and regulations.
- Applications will be processed by the Office of Admissions and Registration only after the payment of application fees.
- Certification of the following documents:
  - Admitted transferred students are requested to have their documents certified.
  - Secondary school certificates obtained in the UAE must be certificated by the UAE Ministry of Education.
  - Secondary school certificates obtained abroad must be certificated by the Ministry of Education in the country of origin, and the UAE Embassy in such country.

f. Documents Required for Course Transfer

- A Certified copy of the Transcript.
- A certified copy of the detailed course description of the course that includes the learning outcomes of the course.
- The transferred credit hours will be shown on the Transcript only if verification certificate of the former transcript is received from all previous institutions. Also, credit will not be given twice for substantially the same course taken at two different institutions.

Related Policies

- Graduate Admission Policy
- Undergraduate Admission Policy
- Transfer Admission Policy
- Advanced Standing Policy and Procedures
- Prior Learning Assessment and Recognition Policy
- Undergraduate Completion Requirements Policy

Document History

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Student of Determination Policy

Policy Name	Student of Determination Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

USTF does not discriminate against individuals based on physical or mental disability and is fully committed to providing reasonable accommodations, including appropriate auxiliary aids and services, to qualified individuals with a disability.

Policy Purpose

University of Science and Technology of Fujairah (USTF) is dedicated to instilling a constructive attitude toward the promotion of equality and diversity, as well as providing work, education, and a social environment that is welcoming to all. Diversity is recognized and celebrated, and equal opportunity is a cornerstone of all university activities.

Policy Scope

This policy shall apply to Students of Determination enrolled at USTF, regardless of their nationality and gender. They will also be referred to in general term as "People of Determination (POD)".

Definitions

- **Student of Determination (SOD):** Under the provision of the United Arab Emirates Federal Law No. 29 of 2006 and the Federal Law No. 14 of 2009, the law defines a person of determination as “every person suffering from a temporary or permanent, full or partial deficiency or infirmity in his/her physical, sensory, mental, communicational, educational or psychological abilities to an extent that limits his/her possibility of performing the ordinary requirements”.
- **Equity:** In line with Article 12 of Federal Law No. 14 of 2009, USTF is committed to undertaking all necessary steps to welcome applications from students with special needs and provide them with access to equal opportunities in education and other services.
- **Enabling:** USTF is committed to ensuring a safe and appropriate environment for students with special needs, by making a reasonable adjustment to enable a full positive academic and social experience.
- **Declaration:** It is the responsibility of the student to choose to either disclose or not disclose the disability. In case of non- disclosure during the registration period, the University is not responsible for the provision of any reasonable possible adjustments, which might comprise the provision of specific exam adjustments, and learning support, and car parking.
- **Reporting:** The student should report any disability at the beginning of each semester, or during the academic year, ifany.
- **Consideration:** USTF will take into consideration cases where student health situation

changes during the academic studies.

- **Inclusion:** USTF may a reasonable adjustment to students with a documented disability that makes them fall under one of the "Students of Determination" categories recognized by the UAE Ministry of Education (MoE).

Recognized disability categories are as follows:

- Auditory impairment
- Visual impairment
- Physical disability
- Mental or intellectual disability
- Speech and language disorders
- Autism spectrum disorders

A. Student of Determination Disclosure

- Upon application for study at USTF, during the admission and registration period, Student of Determination (SOD) wishing to benefit from a reasonable adjustment are encouraged to submit a request to the Office Admissions and Registration. This can be done after disclosing their disability and providing supporting documents for authentication and eligibility.
- The SOD medical file and documents are submitted to office of Medical Services at USTF for validation, assessment and approval and eventual recommendations for further student support.
- USTF Campus contact for students of determination is the Deanship for Student Affairs. Students are encouraged to report a handicap during the admission process or at any time throughout their university studies, and they are provided several opportunities to do so.
- Students are also encouraged to talk about problems that have never been properly tested or diagnosed and are welcomed to participate in any assessment or diagnosis. Students are reached by their preferred means and provided with information, advice, and support.

B. Services for Students of Determination

- University of Science and Technology of Fujairah (USTF) provides reasonable accommodation and equal access to cocurricular activities, events, programs, and services for Students of Determination with documented disabilities. Cocurricular activities that are provided to Students of Determination are based on their condition's limitations and specialist's recommendations. Students of Determination have equitable access to recreation and sport facilities on campus as far as feasible and affordable. USTF Female Student Housing provides safe and specially equipped accommodations designed for Students of Determination.

- An Emergency Plan has been established that takes into consideration the requirements for Students of Determination, providing them with evacuation wheelchairs, specially designed ramps, and wheelchair access slope at the entrance. Moreover, USTF is welcoming all students of determination, and the counseling unit at the Deanship of student affairs is keen on providing them with inclusive and sustainable academic and psychological needed support on campus and virtually.
- Student counselling unit in the Deanship of Student Affairs (DSA) provides support for students with special educational needs and disabilities. The unit facilitate the enrolment of students with special educational needs and disabilities and to provide all necessary support to the staff in terms of needed curricular adaptations, teaching methods, and other issues.
- The counselling unit offers training to staff, some of which are mandatory, on disability awareness, making reasonable adjustments for individuals, and encouraging inclusive practice by and for all.
- The Deanship of Student Affairs (DSA) offers students and applicants an opportunity for confidential disclosure of personal information relating to mental health. For those with a documented mental health condition, the DSA relevant office assesses the support needed and arranges for reasonable adjustments to be made. The type of support may vary among students. These needs may include, but not limited to:
    - Behavioral, social, or emotional support
    - Sensory
    - Physical disability
    - Speech and language disorders
    - Communication and Interaction
    - Developmental coordination disorder
- The Counseling Unit shall define a mechanism by which academic needs of students with special needs could be fulfilled. Accommodations may include specific examination arrangements. The provision of accommodations will be made within the parameters of the following factors:
    - The nature of student circumstances and needs following consultation with the student and examination of available evidence and relevant assessments.
    - The nature of the academic program of study.
    - The likely effectiveness of the adjustment in removing the disadvantage.
    - The practicality of the adjustment, considering disruption, health and safety issues, the reasonable expectations of others and external factors.
- Female students' accommodations are designed to support students with learning challenges so they can achieve their academic potential. These accommodations vary according to each case. Additional information is available in the Deanship for Student

Affairs.

C. Emergency Procedures

In emergency cases, assisting students of determination shall include the individuals who have:

- Low Vision
- Deaf or Hard of Hearing
- Mobility Limitations
- Psychological Disabilities
- Others

Related Policies

- Student Counseling Policy

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Advanced Standing Policy and Procedures

Policy Name	Advanced Standing Policy and Procedures		
Policy Owner	College Deans	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

USTF aims to ensure that students complete their courses in the shortest time possible, consistent with requirements of their study plans and giving formal recognition for any relevant, previously achieved learning. The granting of advanced standing for previously achieved learning is supported by the University that students have gained the knowledge, skills, and competencies, equivalent to the stated learning outcomes of related programs offered by the USTF. The University may grant advanced standing based on the rules and regulations outlined in the Academic Excellence Scholarship Policy in this Manual.

Policy Purpose

This policy outlines the principles that underpin USTF's approach to giving students advanced standing in coursework undergraduate and graduate. It also sets out the procedures to be followed by staff in considering applications for advanced standing and the procedures to be followed by students in applying. The policy applies for all USTF students who satisfy the conditions outlined in the Academic Excellence Scholarship Policy in the volume.

Definition

The advanced standing refers to the recognition of a student's prior academic or professional experience, which may allow them to receive credit towards their current degree program or to enter a program at a more advanced level. The specific policy and procedures for advanced standing vary by institution and by program, but generally involve the evaluation of a student's previous coursework, training, or experience to determine which credits can be applied towards their current program.

Objective

The objective of Advanced Standing or Prior Learning Assessment and Recognition (PLAR) is to assess the education and learning experience of newly enrolled students at the time of their joining (USTF) and determine if they may receive credit based on their current level of knowledge, skills, and competencies. It is an educational initiative that provides newly enrolled students an opportunity to identify, demonstrate, and gain recognition for what they already know and can do. It allows them to obtain credit for university-level knowledge and skills gained outside the classroom and/or through other educational programs. PLAR uses valid, rigorous assessment methods consistent with USTF policies and procedures to ensure that learning worthy of credit has taken place.

Advantages

Some of the advantages of the PLAR are:

- validating appropriate learning gained through work and life experiences.
- identifying areas of competence and areas requiring further study
- reducing time and expense to acquire a degree.

- allowing for more appropriate learner placement in programs
- increasing accessibility to a broad range of students
- providing an important service for the community

Common types of advanced standing include:

- **Transfer credits:** credits earned at another institution that are accepted towards the current degree program.
- **Credit by examination:** credits earned by passing a specialized exam, such as the College Level Examination Program.
- **Credit for prior learning:** credits earned for non-academic experiences, such as work service.

Policy

- USTF shall recognize prior learning of applicants who have acquired significant learning through work and life experiences which may be equivalent to some University courses.
- For appropriate recognition, the learning should be current, relevant to the course and of adequate breadth and depth to ensure university level learning.
- For obtaining credit for prior learning experience, applicant's knowledge, skills and competencies shall be weighed against course descriptions and their learning outcomes.
- A maximum of 12 credit hours can be gained through PLAR.
- For every course that has been successfully recognized against prior learning experience, a grade of 'S' (Standing) shall appear on the transcript. For all such courses, the course classification will be coded as 'PLAR'.
- PLAR courses shall not be used in determining the cumulative GPA.
- In case of unsuccessful recognition, the applicant may submit another application after a delay of at least six months by providing additional learning experience and demonstration of knowledge, skills and competencies.
- Unsuccessful applicants have the right of appeal to the College Dean whose decision will be final.

Procedures

- To request advanced standing or PLAR, a student typically needs to provide documentation of their prior academic or professional experience and may need to complete an application or request form.
- The institution or program may also require additional materials, such as transcripts, course descriptions, or a portfolio of work.
- The student's request for advanced standing will then be reviewed by a committee or panel, which will make a recommendation on the credits to be awarded.
- An applicant shall complete a PLAR application form providing complete details of his/her prior learning experience and suggest courses for which credit may be granted to the applicant. The complete application form, along with all supporting documents and evidence as well as receipt of PLAR processing fee, shall be submitted to the Office of Admissions and Registration.
- In filling the PLAR application, the applicant can get assistance from his/her academic advisor.
- The Director of the Office of Admissions and Registration shall forward the application

form along with supportive documents to the College Dean who shall provide it the Head of Department (HOD) for evaluation and recognition.

- The HOD shall form an ad-hoc committee in the department to study the case.
- The Committee shall determine the assessment tools for assessing prior learning of the applicant. These may include one or more of the following: written/oral exams, projects, assignments, interviews, skill demonstration or portfolio review.
- The Committee can ask the applicant to submit other documents or evidence, as required.
- When the applicant has been assessed, the Committee shall complete an Assessment Evaluation form and submit it to the HOD. This form will list all the courses for which credit has been granted. It shall also list separately the courses for which the applicant requested the credit, but no credit was granted by the Committee.
- The HOD, after approving the recommendations of the Committee, will provide the Assessment Evaluation form to the Dean. The HOD can ask the Committee to explain its recommendations and reasons behind its decisions. He/she can also ask the Committee to reconsider its recommendations.
- The Dean will submit the Assessment Evaluation form to the Office of Admissions and Registration, who will inform the student with the college decision.

If an applicant is not satisfied with the decision of the ad-hoc committee and the HOD, he/she can file an appeal with the College.

Related Policies

- Student Records Policy
- Academic Excellence Scholarship Policy
- Student Academic Integrity Policy
- Student Council Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	College Deans	CfAA	BOT
V 2.0	08/02/2021	Approval of Updated Policy	College Deans	CfAA	BOT
V 3.0	06/02/2023	Approval as an Updated Policy	College Deans	CfAA	BOT

Prior Learning Assessment and Recognition Policy

Policy Name	Prior Learning Assessment and Recognition Policy		
Policy Owner	College Deans	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	February 2022

Policy Statement

USTF is willing to award academic credit for prior learning commonly known as Recognition of Prior Learning (RPL) based on this defined and published policies and procedures, which is approved by the Commission for Academic Accreditation (CAA). The RPL regulations apply to all forms of recognition of prior learning, including transfer of academic credit and admission with advanced standing. Special requirements apply to the recognition of experiential or non-classroom-based prior learning. RPL assessments must be of a comparable rigor to those in the delivery and assessment of the institution's own qualifications; must be evidence-based, transparent and accountable; and must be subject to the same quality assurance processes used to ensure the standard and integrity of assessments within the institution.

Policy Purpose

The objective of Prior Learning Assessment and Recognition (PLAR) is to assess the education and learning experience of newly enrolled students at the time of joining University of Science and Technology of Fujairah (USTF) and determine if they may receive credit based on their current level of knowledge, skills, and competencies. It is an educational initiative that provides newly enrolled students with an opportunity to identify, demonstrate and gain recognition for what they already know and can do. It allows students to obtain credit for university-level knowledge and skills gained outside the classroom through other educational programs. PLAR uses valid, rigorous assessment methods consistent with USTF mission and goals to ensure that learning worthy of credit has taken place. Some of the advantages of PLAR are that it:

- Validates appropriate learning gained through work and life experiences.
- Identifies areas of competence and areas requiring further study.
- Reduces time and expense to acquire a degree.
- Allows for more appropriate learner placement in programs.
- Increases accessibility to a broad range of learners.
- Provides an important service for the community.

Definitions

CAA: Commission for Academic Accreditation of Ministry of Education (MoE) in the United Arab Emirates (UAE)

USTF: University of Science and Technology of Fujairah

PLAR: Prior learning assessment and recognition include credit transfer of courses taken in an accredited program (formal learning), informal learning, and non-formal learning.

CGPA: Cumulative Grade Points Average

Formal learning: A type of structured synchronous learning in which the goals and objectives are defined by the training department, instructional designer, or instructor. Examples of formal learning include classroom instruction, seminars, workshops, webinars, web-based training, remote labs, and e-learning courses.

Informal learning: Informal unstructured, asynchronous learning that takes place away from traditional, formal learning settings, like a classroom. Informal learning has no clear goals or set objectives and is often unplanned and self-directed by the learner.

Non-formal learning: Planned, structured learning with educational objectives of personal and social education designed to improve a range of skills and competences, outside the formal educational curriculum. Non-formal education takes place in youth organizations and sports clubs, where groups of people meet to undertake projects together, discuss, of go camping. Non-formal education is voluntary, accessible to everyone, about learning life skills, based on experience and action, and is based on the needs of the participants.

Transfer credits: Credit transfer is the terms used by universities for the procedure of granting credit to a student for educational experiences or courses undertaken at another institution. This also includes recognition of prior learning or non-institutional experience for credit.

Appeal: A request made to someone in authority to change a previous decision.

Policy Details

- USTF shall recognize of prior learning experience of applicants who have acquired significant learning through work and life, which may be equivalent to some University courses. ***This includes credit transfer of courses taken in an accredited program (formal learning), informal learning, and non-formal learning.***
- For appropriate recognition, the learning should be current and no more than 10 years old, relevant to the course and of sufficient breadth and depth to ensure university level learning.
- USTF shall not grant credit twice for the same course or repeated course. The University shall not grant credit for training in unaccredited institutes, nor for previous courses studied in unlicensed educational institutions by the Ministry of Education (MoE) inside or outside the UAE.
- For obtaining credit for prior learning experience, applicant's knowledge, skills, and competencies shall be weighed against course descriptions and their learning outcomes.
- Reflective papers, journal articles or similar documents that relate past learning to the competency outcomes of the course or qualification in which the student has previously enrolled can be also submitted.
- USTF has formulated this policy for defining the credit hours which can be gained through PLAR. ***In all cases, credits granted through RPL must not exceed 50% for undergraduate and 25% for graduate programs of the total completion requirements including credit transfer of formal learning.***
- For every course that has been successfully recognized against prior learning

experience, a grade of 'S' (Standing) shall appear on the transcript. For all such courses, the course classification will be coded as PLAR.

- PLAR courses shall not be used in determining the Cumulative Grade Point Average (CGPA).

Procedures

- An applicant shall complete a PLAR application form providing complete details of his/her prior learning experience and suggest courses for which credit may be granted to the applicant.
- The complete application form, along with all supporting documents and evidence as well as receipt of PLAR processing fee, shall be submitted to the office of admissions and registration.
- Approval of RPL credit must occur prior to the student's enrolment in the program.
- In filling the PLAR application, the applicant can get assistance from his/her academic advisor assigned to him by the college dean.
- The director of the office of admissions and registration shall forward the application form along with supportive documents to the college dean who shall send it to the head of department (HOD) for evaluation and recognition.
- The HOD shall form an ad-hoc committee in the department to study the case.
- The committee shall determine the assessment tools for assessing prior learning of the applicant. ***The evidence may include authenticated certificates of informal learning, portfolio, projects, but in all cases the student must sit for and pass a challenge exam for each course he/she is asking to be waived.***
- The committee can ask the applicant to submit other documents or evidence, as required.
- When the applicant has been assessed, the committee shall complete an assessment evaluation form and submit it to the HOD. This form will list all the courses for which credit has been granted. It shall also list separately the courses for which the applicant requested the credit, but no credit was granted by the committee.
- The HOD, after approving the recommendations of the committee, will provide the assessment evaluation form to the college dean. The HOD can ask the committee to explain its recommendations and reasons behind its decisions. The HOD can also ask the committee to reconsider its recommendations and ***provide justification for their final decision.***
- The dean will submit the assessment evaluation form to the office of admissions and registration. The student will be informed accordingly by the office of admissions and registration. ***The appeal case may be considered by an appeal committee whose decision is final.***

Appeal Process

- Unsuccessful applicants have the right of appeal to the college dean within one week from the reception of the decision regarding their applications.

- Along with the appeal form, applicants must submit any additional documents in support of their appeal application.
- ***The college dean shall form an ad-hoc appeal committee and will transfer the applicant's appeal to the committee.***
- The committee shall review appeal and make recommendation to the dean within three working days, before the end of add and drop period.
- The dean's decision will be final.
- The office of admissions and registration shall inform the applicant with the decision of the college dean.

Related Policies

- Undergraduate Admission Policy
- Graduate Admission Policy
- Transfer Admission Policy
- Student Rights and Responsibilities Policy
- Undergraduate Completion Requirements Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	College Deans	CfAA	BOT
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V 3.0	06/02/2023	Approval as an Updated Policy	College Deans	CfAA	BOT

Policy on Provision of Two Courses Through Distance Learning to High School Students

Policy Name	Policy on Provision of Two Courses Through Distance Learning to High School Students		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

This policy was prepared by USTF in response to the Ministry of Education Decision No. (237), issued on 7 April 2020, Article Two Paragraph (20), regarding the application of distance learning in higher education institutions until the end of the academic year 2019-2020, which states: “The institution (the university) is committed to offering some of its courses (no less than two courses) via distance learning for Emirati school students to prepare them to join institutions of higher education."

Policy Purpose

- Preparing Emirati and foreign high school graduates in the country, and the Eastern Region in particular, to enroll in university studies without hindrance, starting from the fall semester 2020-2021.
- Attracting students to study at the University of Science and Technology of Fujairah (USTF), making them aware of its facilities and capabilities, academic programs that it offers, and seeking out their views on what they expect to study in the disciplines that the University may offer in the future.
- These courses are offered in the second summer term (July and August). The offering of these courses is similar to the courses offered during the first summer term. The main objective of offering these courses is to prepare the students who wish to join the university unconditionally by meeting the required score in the standardized EmSAT exams. Passing the EmSAT is one of the requirements that the student must pass to secure full-time admission status (not conditional).

Policy details

The goal of the Ministry's request to universities is to introduce E-learning courses to high school students and to prepare them for university education as it is unfair for them to start their university study directly online, starting the fall semester 2020-2021, without training on this mode of study. In addition, offering these courses is considered as a tool to attract new students to join the universities that offer such courses.

USTF shall not equate these preparatory courses with the courses in the General Education Program. In addition, the students will pass or fail these courses without earning any credit hours that can applied to their regular university study.

Based on the recommendation of USTF Council for Academic Affairs (CFAA) in the meeting (held on Thursday 30 April 2020) regarding the fulfillment of the Ministry of Education (MoE) requirement of universities to offer at least two online courses for high schools' students,

USTF Curriculum and Study Plans Committee (CSPC) has prepared the final proposal for those courses. According to the deliberations of the committee, these courses could be preparatory courses that will help school students complete the uncompleted courses necessary for their admission to the university. The CSPC of USTF has decided to offer preparatory courses in mathematics and physics, or courses that will enable students to enroll conditionally in the university in case they are unable to fulfill the requirements of standardized tests in Arabic English languages.

The CSPC of the USTF discussed the following course proposals:

- The Arabic language
- English language
- Mathematics
- Physics

These courses were prepared by the faculty members of the College of Humanities and Sciences and these courses will be offered over two sessions Monday 20-April 2020, and Monday 4-May 2020.

The Curriculum and Study Plans Committee (CSPC) recommended introducing some modifications to the course proposals submitted, the most important of which is that these courses are compatible with the system of electronic national standardized tests (EmSAT), launched by the Ministry of Education (Moe) in the United Arab Emirates (UAE) under the name of the "Emirates Standard Test", in the Arabic language specialties, English, mathematics, and physics.

In compliance with the Ministry of Education's decision, USTF has started offering two courses in Arabic and English Languages, through the Training and Continuing Education Center (TCEC), for preparing students to pass the EmSAT tests.

Related Policies

- Community Engagement Policy
- Prior Learning Assessment and Recognition Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	VCAA	CFAA	BOT
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Student Records Policy

Policy Name	Student Records Policy		
Policy Owner	Office of Admissions and Registration	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Student Statement

This document sets out USTF's policy on the collection, use and disclosure of personal information that forms part of the official student record. It applies to the Office of Admissions and Registration and all other academic and administrative units that are primary and secondary custodians of specific data collected and stored about the students at the University.

Student Purpose

USTF has appropriate policies governing the collection, maintenance, storage, and disposal of all official and original student records, including provision of secure fireproof/catastrophic event storage. The University also has policies and procedures to ensure that critical student records, such as transcripts and degree completion authentications, are securely stored with defined access rights, either in soft or hard copy, and are accessible for a period of not less than fifty (50) years, as specified by the 2019 CAA Standards. USTF also has an off-site continuous electronic backup for all electronic student records.

Definition

Student records: The institution documents that it has appropriate security measures to protect the integrity and confidentiality of student data and all course data and analytics within the e-learning platform, and of student information maintained within the comprehensive e-learning environment.

Student Records

- University of Science and Technology in Fujairah (USFT) creates and maintain academic record for each student who is admitted in the University. This record shall be created at the time of admission and shall be maintained throughout the duration of the student's enrollment as the official record of the student's academic activities, transactions, performance, and achievements.
- Academic transcript represents is the transactional certification of the student's performance and academic status within the University including degrees awarded.
- eMADA System is the University's official repository of student academic records. Only the Office of Admissions and Registration can modify student information. Any request to access the eMADA System must get the approval of the Director of the Office of Admissions and Registration.
- Depending on their roles and responsibilities, faculty, staff, and students might be authorized to have access to eMADA to perform certain student academic transactions as appropriate.
- The Office of Admissions and Registration is the Custodian of student academic records

and data, and the Custodian of eMADA System.

Maintenance and Back-up of Student Records

- Hardcopy of student records are stored in a secure, fireproof cabinet on university premises.
- The University maintain a digital copy of student records (view IT pack up policy for digital copies).

Retention and disposal of records

- Hard copy of students' files will be kept by USTF.
- The hard copy of the final course marks will be kept by USTF.
- The final examination papers are kept by the Department for two semesters.

Permanent Academic Record

A permanent academic record reflecting the academic achievement of the student who registers at USTF is maintained by the Office of Admissions and Registration.

a. Student Records:

All documents submitted to the University in support of an applicant for admission become the property of University of Science and Technology in Fujairah and, as such, become under the control of the Office of Admissions and Registration. The University is not required to provide (or allow the making of) copies of these documents.

Transcripts from other institutions submitted to USTF for admission or credit transfer become the property of USTF and cannot be returned to the student or forwarded to other institutions.

b. Permanent student record file includes:

<u>Administrative documents:</u>

- High School certificate, and grade certificate, equivalency certificate (when applicable)
- Passport's copy, Health certificate, Conduct certificate, and Photos.
- Application form, any eventual undertaking.
- Address of the student

<u>Academic documents</u>

- Grade transcript for each semester and timetable of registered courses.
- Transfer credit information including names and dates of attendance at other post-secondary institutions, courses taken, and credit hours and final grades earned, degrees, diplomas, and other awards, and related information.
- Degrees and awards earned including date awarded, degree, College, major(s) and minor(s) and CGPA.
- Academic disciplinary information, if applicable.
- Any requested transaction such as: form of transfer to another major, add and drop form, suspension of study, request of transfer of courses and original transcript, complaint about a grade, incomplete request, and absence warning.

Electronic copy of student records contains the following:

- Personal information including information about high school certificate.
- Status of the student (regular, suspended, dismissed).
- All academic transactions:
  - Grades and registered courses in each semester
  - Grade Transcript
  - All financial transactions.

Security and confidentiality

- University of Science and Technology in Fujairah safeguard the privacy of students and confidentiality of their academic records.
  - Individuals with access to protected student academic records have an affirmative responsibility not to release that information to any third party.
  - Relevant offices with access to student academic records may not release any information without the prior consent of the student.
- Only authorized staff can execute result of grade complaint or change spelling of the student's name. Furthermore, the Director of the Office of Admissions and Registration has an information system that detects any eventual change of grades on the system. The history of all transactions can be traced.

Access to and disclosure of Information

- Consent to disclosure of personal identification is within jurisdictions of UAE federal laws. The following are some exceptions, which permit disclosure without consent:
  - Disclosure to university official with legitimate educational interest.
  - Parents are given access to the student academic record unless the student requests otherwise and parents will be informed accordingly.
  - Sponsors are given access to the student academic record unless the student requests otherwise, sponsors will be informed accordingly.

Non-Academic Student Records

- The University maintains non-academic student records in other departments interacting with students.
- Use, confidentiality, and access to such records are determined by the University department responsible for the service, activity, or function involved.

Student Record Retention and Disposal

USTF is committed to protecting the security and confidentiality of protected information created or received during business. The University's Record Retention Schedule prescribes the length of time that records created or received by the University must be retained. Once record reach the end of the scheduled retention period, they should be disposed. Records disposition is the final phase of a record's life cycle. This policy outlines the appropriate methods for disposing of university records slated for destruction.

c. Items removed from student file upon graduation or withdrawal

- Add/drop forms (removed after submitting the clearance form)

- Letters of recommendation
- Correspondence not related to academic progress
- Acceptance letter
- Academic actions unrelated to academic honest.
- Letter of good conduct
- Medical report.

d. Items retained permanently in student file

- Application for admission or readmission
- Transcripts from other Universities
- Transfer credit requests that are rejected
- Entrance exams and test score reports (not applicable)
- Requests for course withdrawal
- Name change authorizations.
- Transfer credit approvals
- TOEFL/ IELTS scores
- Degree audits
- Name change authorizations (repeated).
- Transfer credit approvals (repeated).
- Final transcript
- Information pertaining to academic honesty or violations of academic honesty policy
- Passport copy
- Photos
- Letter of good conduct (removed)
- Copies of high school certificates
- Medical report (removed).

Destruction/Disposal Guidelines

The disposal of student records must occur in accord with retention schedules, after destruction approval is granted and then in a secure manner. Any document (paper, form, report, etc.) that contains personally identifiable student information, even if it is not considered to be an official student record, cannot simply be placed in the trash. The appropriate method should be chosen for each office based on the volume of materials and the availability of shredders or recycling bins.

Shredding: any document with personally identifiable information can be shredded and then placed either in a recycle bin or in the trash.

Burning: any document with personally identifiable information can be burned.

Student Assessment Records

The main database of student results is eMADA which is managed by Admissions and Registration. The Office of Admissions and Registration retains permanently as archives the grade results of all courses. Official transcripts of results are generated by the eMada System, based on the data supplied to it by faculty members. Many other records related to students

are retained in the University student file administered by the Office of Admissions and Registration.

Notwithstanding the paramount importance of the centralized record keeping systems, academic units generate and accumulate significant records relating to student' progress and these need to be managed appropriately. Work completed by students for assessment, including essays, assignments, presentations, examination scripts, but not theses, need to be retained for a minimum of one semester (final exam papers are kept for a minimum of one academic year) before being destroyed.

This is the period set by the Academic and Scientific Council resolutions. Copies of theses for higher degrees are retained in the University Library.

Student result records

Although the official results records are those maintained by the Office of Admissions and Registration. Academic units will have local records of students' achievements in each component of the studied course. Such records must be kept for a minimum of one year. Records of changes to assessment results should be attached to the University results file.

Teaching

Most course delivery records retained locally in academic units need only to be retained if they are needed for teaching or administrative purposes. This includes course notes, study guides, reading lists, assignments etc. Records relating to teaching policy matters are required as University Archives.

Electronic Information

Disposition of electronic information must be performed in a manner that protects private or confidential information. The sale, donation, scrapping, or internal University transfer of computers or other electronic devices requires the secure destruction of information contained on the computer or electronic device.

Related Policies

- Prior Learning Assessment and Recognition Policy
- Student Information Release Policy
- Degree Audit and Graduation Policy
- Grade Appeal Policy
- Academic Excellence Scholarship Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	Office of Admission and Registration	VCAA	BOT
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V 3.0	06/02/2023	Approval as an Updated Policy	Office of Admission and Registration	VCAA	BOT

Student Information Release Policy

Policy Name	Student Information Release Policy		
Policy Owner	Office of Admissions and Registration	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Policy Statement

USTF policy on student information release provides the university operational procedures for administration and maintenance of student education and other student records in compliance with the university policies and procedures, CAA Standards, and applicable laws in the UAE.

Policy Purpose

This document purpose is to outline the university's commitment to protect all members of the university community and ensure compliance with all applicable regulations.

Policy Scope

This policy applies to employees, students, contractual agents of the institution, and individuals requesting access to student information.

Definitions

Certain definitions and principles contained in the law and proposed guidelines are specifically adopted in the policy:

Student: is defined as one who has attended or is attending USTF, and whose records are in the files of the University.

Educational records: do not include records retained by individuals such as, but not limited to, academic program of study, academic warnings, transcripts, disciplinary penalties, and academic standing.

Personal information: is limited to name; hometown (city and Emirate), university e-mail address; major field of study; dates of attendance; admission or enrollment status (admitted, full-time, part-time); class standing (new, old); degrees and awards; activities; sports; and athletic information.

Record: means any information or data recorded in any medium, including but not limited to, handwriting, print, tapes, film, microfilm, and electronic media.

USTF releases information in accordance with the following guidelines:

- The following may request information from USTF database in support of approved activities. Those departments and units include but are not limited to:
  - Administrative units of USTF
  - Academic units of USTF
  - Higher Administration
  - Student Affairs Deanship
  - Career Development Center
  - Alumni Office
  - Law enforcement agencies.

  - Academic screening agencies (consent of the graduates).
- All requests from anyone else seeking information on another person will be forwarded to the Director of the Office of Admissions and Registration so that he/she can decide whether to contact the requestor.
- The office may release pass/non-pass grade information to student sponsors to facilitate their payments of USTF coursework.
- The office will release student identification, contact, and other related information to the other department e.g., Student Affairs Deanship so it can:
  - Offer Society membership to new students.
  - Invite new students to its Meetings and Seminars.
  - Announce Deanship's sport and cultural activities.
- The office will release students' names, addresses, and information on examinations passed to colleges, department, and class lecturers so they can monitor class pass ratios or recognize educational achievement.
- The office does not release students' contact information to third parties for marketing purposes.
- Bachelor/Master/ Diplomas and certificates are the personal property of students. Upon program completion, a diploma or certificate is handed directly to the student unless the student authorizes its release in writing to another person or entity.
- The Director of the Office of Admissions and Registration may publish a list of the academically warned students for the University and may publish other lists in USTF's news site or media for recognition purposes.
- All requests for information from members of the media must be referred to the Office of External Relations and Cultural Affairs and Director of Internationalization. (Not available at USTF)
- Following is information that may be released from the office of Admissions and Registration database: Information available for release is limited to:
  - Full name
  - Address and telephone number
  - Degree(s) and date of degree(s) awarded by USTF
  - Grade obtained (CGPA)
  - Employer address and telephone number
  - Email address
  - Fax number(s)
  - Miscellaneous comments, awards.
- Formats available for distribution of information. Information may be obtained in the form of lists, USP, and downloads by authorized University representatives in support of approved activities.
- It is the responsibility of the unit requesting information to maintain the absolute confidentiality of that information as specified in this policy statement.
- Compliance with the above policy. Failure to abide by any of the regulations stated within

this policy may result in denial of access to information contained in the Admissions and Registration database.

Related Policies

- Prior Learning Assessment and Recognition Policy
- Student Records Policy
- Degree Audit and Graduation Policy
- Grade Appeal Policy
- Academic Excellence Scholarship Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	Office of Admission and Registration	VCAA	BOT
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Degree Audit and Graduation Policy

Policy Name	Degree Audit and Graduation Policy		
Policy Owner	Office of Admissions and Registration	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Policy Statement

University of Science and Technology of Fujairah (USTF) guide its students in academic planning and course scheduling to help them make steady progress towards completion of their degrees in timely manner. For this reason, USTF has developed this policy to set a clear framework for the degree audit and maps the graduation requirements.

Policy Purpose

The purpose of this policy is to set clear regulations for the degree audit and the conferral of degrees.

Policy Scope

This policy applies to all the academic programs at USTF.

Definition

Degree evaluation: a system process that matches the students' completed courses with their respective study plans to determine the completion of their degree requirements, and their eligibility for graduation.

Policy and Procedures

- After the end of add-and-drop period, the Office of Admissions and Registration (OAR) shall run a degree evaluation process, put together an audit report for students who are expected to graduate by the end of that semester, and submit it to the respective college deans.
- Each college dean, along with academic advisors, shall review the audit report and indicate any problem and submits his/her feedback back to the Office of Admissions and Registration.
- All changes and amendments to the degree audit report shall be shared with the Office of Admissions and Registration no later than the eights week (8) after the add-and-drop period.
- The colleges shall submit a clearance audit sheet signed by the deans or the designees to the Office of Admissions and Registration by the tenth week (10) of the semester. The sheet shall clearly state the student's fulfillment of all the graduation requirements and eligibility criteria.
- At the end of each semester, the OAR shall run a final degree evaluation on the eMADA system to ensure all potential graduates have successfully completed their courses as per their study plans.
- The OAR generates transcripts for all the students who have met all graduation requirements and submits them to the college dean for verification, confirmation, and

signature.

- Once the college dean confirms, OAR will proceed with graduation completion processes and awarding approved students in the system.
- All graduating students must submit a clearance request and a copy of their valid Emirates ID and passport to receive the graduation certificate.
- Eligible students shall be awarded their degrees without any deferrals. Only students who graduate in the summer term shall receive their degrees in the following Fall semester.
- The OAR shall provide cleared students with all the information and directives relating to their commencement. Students who have not been cleared shall not participate in the graduation ceremony.
- The OAR shall submit a list of students eligible for graduation to the Vice Chancellor for Academic Affairs (VCAA), who shall certify it and send it to USTF Chancellor's Office. Final approval for the list of graduates must be obtained from the Board of Trustees (BOT).
- The OAR shall post the degree on the student's academic record upon the request of the Chancellor.

Related Policies

- Academic Planning Processes and Responsibilities Policy
- Undergraduate Completion Requirements Policy
- Graduate Completion Requirements Policy
- Academic Progress Policy
- Academic Advising Policy
- Student Academic Integrity Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Grade Appeal Policy

Policy Name	Grade Appeal Policy		
Policy Owner	Office of Admissions and Registration	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Policy Statement

Grade complaints concerning final examination results need to be submitted **within 5 working days** following the announcement of examination results. Students may appeal a final grade after it has been posted through formal procedures. Students wishing to appeal a final examination grade result must adhere to the following steps:

Policy Purpose

The student appeal is a request for review of a decision made with respect to a student grade. This policy, which applies to all student members enrolled at University of Science and Technology of Fujairah (USTF), provides a means to request reconsideration of the grade decision.

Grade Appeal Procedure

- The student must submit an online request Grade Appeal, which is routed to the Office of Admissions and Registration.
- The Office of Admissions and Registration will screen the form to verify that the intended course does not have a prohibited status (has not reached 25% absenteeism from class attendance).
- Upon clearance and approval from Office of Admissions and Registration the request is routed to the Office of Finance for charges allocation.
- The application is then routed to the concerned college where deliberations are conducted, and the decision is taken.
- In the event the appeal is rejected and included in the system, an automated email is sent to the student notifying him of the decision. The student can also access the online system to check online the Grade Appeal (complaint) status.
- In the event the appeal is approved by the college, the decision will be routed to the Office of Admissions and Registration to reflect the approved grade change on the student academic record.
- The student will receive an email notification on his university email that the request is completed, and the change has taken place. The student can verify the completed status of the request by accessing the online system.

Related Policies

- Grading and Assessment Policy
- Examination Policy

- Online Examination Policy
- Student Records Policy
- Student Rights and Responsibilities Policy
- Academic Advising Policy
- Student Appeal Policy and Procedures
- Student Grievance Policy and Procedures

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Career and Placement Services Policy

Policy Name	Career and Placement Services Policy		
Policy Owner	Training and Continuing Education Center	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

This policy outlines the procedures and guidelines for providing career and placement services to USTF's senior students, graduates, and alumni. This can include a range of services such as job search assistance, resume and cover letter writing, interviewing skills training, networking events, and job fairs. The policy also covers how the University handles student placement into internships and work experience positions. It might also provide information on how the USTF approaches the students' transition from the academic world to the professional environment.

Policy Purpose

The main purpose of this policy is to train senior students and graduates to explore and attain their career goals, connect them to information resources related to job market in the UAE and the region so that they can become more knowledgeable about jobs and occupations, and assist them to become active managers of their career path and lifelong learners.

Definitions

Office of Alumni, Career Counseling and Events (OACCE): was established to cater for the career counseling needs of students and alumni alike. Organizationally, the office works under the Vice Chancellor for Academic Affairs (VCAA) and embrace the mission to educate and serve USTF students and Alumni to successfully identify, plan and pursue their career goals. In doing so, the **OACCE** supports USTF 's mission in providing quality services to its students and community by enhancing their employability potential as well as by liaising with prospective employers. This is done in coordination with the Training and Continuing Education Center (TCEC) and the Deanship of Student Affairs (DSA) at USTF.

Approving body: The relevant body that has authority to approve the policies and procedures.

Policy: A formal statement, which gives effect to USTF principles, values, procedures, requirements, and strategic goals and improves the University's risk management.

Procedure: A high-level description of all essential steps and responsibilities, and a brief explanation of how work is organized to achieve the policy.

Policy Statement

USTF Career and Placement Services Office is set to achieve the following objectives:

- To assist students and graduates to make decisions, setting goals and making plans as far as career is concerned.
- To assist students upon entry in selecting course offerings most relevant to their career aspirations and interests.
- To raise students' awareness of possible options for planning post-graduation phase.

- To direct students and graduates to supplementary skills necessary to meet evolving job requirements.
- To signpost students and graduates to resources available for job search.
- To assist students and graduates in acquiring skills necessary for effective job search.
- To post job ads electronically and on signboards campus wide.
- To provide USTF with job-market information to assist in academic planning.
- To establish relations with employers on a win-win basis whereby the CPS at USTF will help in providing necessary logistics for on-campus recruitment or for CV screening processes.
- To liaise with businesses, government, and organizations for possible internship, voluntary or part-time opportunities for students and graduates.
- To establish a plan for assessing the performance of career services and activities.

Policy Content and Guidelines

- The Career and Placement Services (CPS) is USTF 's body responsible for achieving the objective of this policy by drawing on a developmental approach to career counseling. It recognizes the evolving nature of the present-day job-market and acts accordingly. Thus, the CPS is set to be a mechanism to provide support to USTF students and graduates in establishing career directions. This can be done through assisting them to identify and learn the skills by which they can be more effective in planning for and choosing jobs, and in making successful transition. Additionally, the increasing fragmentation of career traditional model has brought about the need for life- long learning skills and the ability to make well-informed decision regarding one's career change.
- From this perspective the CPS is planning to develop guidance curricula specifically designed to address main issues in matters related to careers. Possible topics will include decision-making process, personality analysis, values and attitudes, career planning, training options available nationally and internationally, job search techniques and resources, among others. The list of topics is subject to consultation with Deans and Heads of departments to meet concerns and specific needs of students and graduates of different academic programs offered at the University.
- The career curricula program will be two-fold; one is destined to student at pre-entry level and is hosted in the Unit of University Requirements at the College of Humanities and Sciences. It is conducted by a faculty, who assists pre-entry students in making an informed decision about the right academic program that suits their professional ambitions and interests. The second program will be hosted at the CPS, and it will be destined to junior, graduating students as well as Alumni. Focus will be on matters linked to career decision making, supplementary skill development, job search techniques, resume and application letter writing, interviewing skills, planning and so forth. The delivery of some lectures can be devolved to former USTF graduates or to people from the business circles who can enlighten students about their experience, talk about the

existing career opportunities and inform them about the most sought- after skills in the market.

- These activities will be structured following two distinct ways: through group sessions or through individual or small group settings. Other measurement tools, like questionnaires, planned interviews, an aided computer matching program and other guidance software kits will be made available to supplement the lecturing content.
- The second main area of the CPS intervention relates to career placement and more particularly employer liaison. It will include such activities as organizing selection interviews on campus, arranging employer presentations, organizing careers fairs and collecting, posting and disseminating vacancy information.
- Other plans involve encouraging entrepreneurial initiatives and self-employment. For this, the CPS in collaboration with the USTF Alumni Office has in plan to invite on regular basis financial institutions that are willing to sponsor USTF graduates' start-ups.
- For assessment of the performance of the CSP towards achieving the objectives of the career service policy, the office has developed a mechanism for continuously assessing its performance. For this, the CPS prepares annual reports destined to the University top management and to its direct community of students, graduate, and its employers' network. Other tools of self-assessment involve keeping statistical records on attendance, student feedback, and evaluation sheets after counseling or placement activities. The CPS aspires to cooperate with USTF's Office of Institutional Planning and Effectiveness (OIPE) for more measurable benchmarks against which the CPS can evaluate its performance and eventually plan.

Related Policies

- Undergraduate Completion Requirements Policy
- Graduate Completion Requirements Policy
- Internship Policy
- Completion of Courses of Practical Nature Policy

Document History

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Student Career Advancement Program Policy

Policy Name	Student Career Advancement Program Policy		
Policy Owner	Training and Continuing Education Center	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

USTF's Student Career Advancement Program (SCAP) policy is put in place to help students and recent graduates prepare for and succeed in a highly competitive job market. The specific details of the SCAP aim to provide students and graduates with the skills, resources, and connections they need to enter their chosen field and advance in their careers. The SCAP includes professional development workshops and training sessions on topics such as interviewing, resume writing, and networking, career fairs and networking events that bring students and employers together.

Policy Purpose

The purpose of USTF's Student Career Advancement Program Policy is to give students a competitive edge when they enter the job market and to help them start their careers on a strong stability.

Definitions

Trainee Student: USTF Student who is registered in undergraduate or postgraduate program within USTF and looking to acquire further practice/experience for the future career advancement.

Graduate Trainee Student: USTF Student who has completed all required courses and looking to acquire further practice/experience for the future career advancement.

Line Manager: Dean of the College, Department Head, Director, or Manager.

Policy Details

- All training opportunities will be announced by the Training and Continuing Education Center.
- Training opportunities priority will be given to UAE national students/Graduate Trainee Students and then to other USTF Trainee Students.
- Training requests should be submitted by the student based on an advancement opportunity offered by the Line Managers.
- Line Managers should assign annual budget for student training purposes.
- All students will be required to complete a selection procedure, which will assess them against a range of specified criteria. The selection process is based primarily on several carefully considered factors such as HR assessment, student records, and Dean's feedback of capability to assume responsibility, experience, knowledge, skills, related qualifications, and career interests. These factors will be considered against the availability of opportunities and the qualifications of other students.
- The maximum hours a student may work during the academic year is four hours per day.
- The maximum hours a Graduate Trainee Student may work during the academic year is eight hours per day.

- USTF may grant a lump sum amount for the students as an appreciation incentive for the period of the training.
- Enrolled students will receive AED 23 per hour.
- Graduate students (Except Engineering Graduates) will receive an AED 30 per hour.
- Engineering Graduate students will receive an AED 42.6 per hour.

Procedures

- At the beginning of each semester, the Training and Continuing Education Center (TCEC) will send a memo to all USTF departments who have Student career advancement opportunities.
- Line Managers must complete the Student Career Advancement Requisition Form and submit it to the Training and Continuing Education Center.
- After receiving the feedback from concerned Line Managers, of Training and Continuing Education Center (TCEC) will announce to all Students about the training opportunities available within USTF.
- The Training and Continuing Education Center (TCEC) will liaise with USTF Alumni Association to announce all career advancement opportunities available to USTF fresh graduates.
- After receiving the request(s) from the Line Managers, the Training and Continuing Education Center (TCEC) will share appropriate student database with the requesting department.
- Line Managers may seek the support of the Human Resources Department expertise to conduct a panel interview, to select the most appropriate student for the training program.
- The Line Manager after selecting the successful student will inform the Training and Continuing Education Center (TCEC) Office officially about the decision and the period of the advancement program.
- To encourage the students to take the advancement program seriously and achieve its objectives, the duty of the student should be recorded using an attendance sheet as record log.
- The Line Manager is responsible for sending the program report along with the attendance sheet to the Training and Continuing Education Center (TCEC) for review and then to be sent to finance department for the incentive payment monthly.
- By the end of the entire advancement program, the Line Manager should officially notify the Training and Continuing Education Center (TCEC) and send all required reports.
- Each Trainee should sign a training contract in the Training and Continuing Education Center.
- Training and Continuing Education Center (TCCE) creates a fingerprint for every trainee.
- Training and Continuing Education Center (TCEC) prepares the report of monthly rewards and sends it to the Office of Finance for auditing and processing.
- Training and Continuing Education Center (TCEC) shall issue the Trainee an experience certificate for the official attended advancement program period.

Training Relationship

- Career Advancement opportunity does not guarantee any future employment in USTF.
- Trainee Student may be appointed for any portion of the academic year.
- A department may extend the training period by a mutual agreement with the Training and Continuing Education Center.
- The trainee must have a valid residency visa as an essential requirement for being considered in the program.

Grievances

- Trainee Student and the Line Manager are encouraged to discuss any training obstacles before commencing disciplinary action or a formal grievance. The Training and Continuing Education Center (TCEC) staff are always available to assist both students and Line Managers in resolving training-related issues. Should such informal methods of resolution fail, a formal meeting must be conducted by the Training and Continuing Education Center (TCEC) Manager with the student to find ways to solve the matter.

General Issues

- Telephones, computer hardware, software, and computer network systems, in addition to any other USTF resources present or used at a training site, are for business usage only and should not be used for personal matters.
- All information concerning USTF affairs, and its stakeholders should remain private and confidential and not be relayed to any external party or used for personal gain.
- The Trainee Student should adhere to USTF standard code of conduct and dress code applicable to USTF employees.

Related Policies

- Undergraduate Completion Requirements Policy
- Graduate Completion Requirements Policy
- Internship Policy
- Completion of Courses of Practical Nature Policy
- Career and Placement Service Policy

Document History

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Female Residential Life Policy

Policy Name	Female Residential Life Policy		
Policy Owner	Student Housing and Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Female Residential Life at USTF seeks to provide a living experience which supports student development, academic achievement, and personal growth by cultivating an active learning ecosystem that fosters inclusive communities and challenges individuals in their pursuit of success. All USTF's Female residents are expected to abide by the policies and regulations of the University, which are outlined in this policy and the Female Residential Life Procedures, next to this policy.

Policy Purpose

This policy sets the basic rules and disciplines needed to provide the University female students with reliable housing facilities suitable for their needs and expectations, especially when they live away from their families. This policy lays the foundation for the university housing supervision and monitoring, defining rules and responsibilities of each person involved in housing administration.

Definitions

University: University of Science and Technology of Fujairah (USTF).

Vice Chancellor: Vice Chancellor for Academic Affairs and policy endorser.

Semester: Semester according to the University annual academic calendar.

Student: Student, males, or females, residing in a university housing facility. Participants: Students, males, and females, utilizing the University housing facilities.

University Housing Application Form: Application form filled by students to reserve a university housing space. The form includes all the rules and regulations of university housing reservation and withdrawal.

Reservation: Service provided by the University Housing Office to define the specifications of required room before the beginning of the semester.

Withdrawal: Withdrawal from the University Housing after acceptance of participant.

Service Fees: The fees defined by the University Housing Administration in return to university housing service.

Relatives: The individuals whom students can leave the university residence with relatives during ordinary visiting times.

Supervision of University Housing

The University Housing Office manages the student housing affairs and sets out the relevant rules and regulations, according to USTF bylaws. The Student Accommodation Office shall keep records of all students residing in the university housing facilities, including students' personal information, their credentials and disciplinary history related to housing violations. The Deanship of Student Affairs shall be the supervising and regulatory authority responsible for USTF university Hostels.

Service Beneficiaries

- Any student who has an USTF ID may be admitted to USTF hostels according to room availability, given that the student accepts the hostel rules of occupancy.
- Students transferred from other universities may be admitted to USTF hostels, based on the decision of the Student Housing Manager.
- Students are considered admitted to USTF hostels only after they undergo a medical checkup at USTF Medical Unit. The students must prove they do not have any public-health related illnesses and are psychologically and socially fit.

Housing Reservation

- The housing reservation form is filled out after the student is accepted by USTF. The form includes all the rules and regulations pertaining to reservation and withdrawal from the university hostels. By signing the application form, students accept USTF Housing rules of occupancy.
- Senior students must fill out new application forms before the end of each semester; otherwise, they may lose their right to stay in USTF housing facilities.
- A student may lose the right to stay USTF housing facilities, in case a disciplinary decision by the Student Disciplinary Committee is issued in this respect.

Fees of University Housing

- University Housing fees are set out by USTF Chancellor, based on a recommendation from the Vice Chancellor and the Student Housing Office
- To apply for USTF student accommodation, students must fill out and sign the reservation form, pay the reservation fee and commit to pay the remaining fees in accordance with the rules set out by USTF Finance Office.
- The University Housing Reservation Form includes the dates of reservation and withdrawal along with a calendar for reservation and withdrawal rules.
- It is strictly forbidden to make cash payment to employees of the Student Housing Office. No billing receipts are accepted except those issued by USTF Finance Office. In the case of a daily lease for non-USTF students, payment should be made at the student housing facility and the money shall be transferred to the Finance Office.
- Housing reservation fees are specific to the semester booked for and cannot be transferred to other semesters. It is also not possible to transfer fees from one student to another.
- Students enrolled at USTF pay the accommodation fee, along with the tuition fees using their university ID. Interns and CEC students are required to pay 50% of the room fee in advance and should complete the payment in the middle of their studies. Non-USTF students are required to pay full accommodation fees before they enter USTF student housing facilities.
- All USTF Student Housing beneficiaries, on semester-based lease, must pay an insurance, defined in the Student Housing Fee List. The insurance amount is returned when the student withdraws from the housing facility.

- The financial rules governing USTF Student Housing Facilities are subject to the rules and regulations issued by USTF Finance Office.

Daily Use of University Housing

- The Student Housing Office has the authority to apply daily-based accommodation as appropriate according to availability as follows:
  - The students who lived in previous semester.
  - USTF students who are attending for academic reasons.
  - The priority for housing services shall be given to semester applicants followed by daily applicants.

Student Housing services

- University of Science and Technology in Fujairah provides its students with an array of services, among these services is the University Housing which the Student Housing Office is endowed with running and managing. USTF Housing Office strives to combine all the elements necessary to guarantee that any and every student is provided with quality housing services capable of ensuring them an enjoyable stay and a healthy environment for their academic achievement.
  - Providing full-furnished rooms.
  - Cleaning and maintenance services.
  - Social and administrative supervision through-out the day.
  - Shuttle buses between the Accommodation and the university.
  - Security regulation.
  - Medical services.
  - Group trips for shopping and for activities.
  - Free Wi Fi.

University Residence Cards

- After being admitted into the University Housing, the Admissions and Registration Department shall provide the student with a University Housing Card, in a color different from that of the student ID card, indicating that she is using the University Housing.
- When a female student is admitted to the hostel, the internal hostel administration grants the student a pass card through the university housing gate with the picture of the student and all the information that is used by her to pass to the university and automatically record all her movements.
- The University card or the pass card is personal and should not be used by others, and the student who loses her card must notify the Student Accommodation Office.

Student Right to Change Room

- The University Housing room assignment goes according to the rules set by the Student Accommodation Office, taking the student preference into consideration, whenever possible. The Administration shall make available the type of the required room, but not a specific room number. The student should stay in the room assigned to her and is not allowed to sleep in another room, prior to filling a specific form, available with the housing

supervisor, to transfer to the other room. The student's choice shall be taken into consideration; given the availability of the room she prefers.

- Housing management takes into consideration students' desire to identifying the occupants to share the room with them as available.
- The student is not allowed to stay outside the room allotted to him.

Absence and Sleeping outside the University Residence

- Students must obtain a written permit from their official guardians to sleep outside the University residence. The University Housing supervisor must keep this written permit in the student's follow- up file.
- Any student has an exit permit from her guardian may obtain a temporary exit permit for the visit or overnight stay outside the residence according to the data approved by the student's guardian. The permits will be monitored electronically by the internal hostel administration.
- In case of the student's absence from the university residence without a written permit, the guardian is informed, and the student receives a warning. If the student repeats this conduct, she will be asked to appear in front of the Student Disciplinary Committee, and the committee's decision is implemented.
- Residents must enter and exit the Residence through the revolving gate using the electronic card. The residents must not leave the premise without their own card. In case the card is lost, please contact the reception desk to request a replacement.

Leaving the University Residence

- The University Housing fees cover the period of the whole semester, according to the academic year calendar at USTF. The University Housing shall not receive students between semesters, unless the student proves that she has academic duties to achieve during this period. In all cases, residence fees during this period are calculated on daily basis, according to the rules and regulations of the Student Accommodation Office.
- At the end of the academic year, it is possible for students who have already booked for the next semester to hand their personal belongings in a bag or a closed box to the Student Accommodation Office to be kept till the beginning of the new semester.
- The Student Accommodation Office reserves the right not to keep in its possession the student's personal belonging, if she fails to return to the University Housing within one month of her last leave.
- Students who wish to leave the University Housing must submit, in person or through regular mail, a written letter to the Student Accommodation Office, taking into consideration the timetable for reservation and withdrawal from the University Housing.
- In case the student wants to withdraw from hostel, he must hand over the room content, which granted, before received the checkout form. After completing the checkout procedures, the student should submit the clearance form to the financial office to complete the financial procedures.

General Instructions for University Housing Students

- Students admitted to the University Housing should maintain straight behavior in lines with the Islamic norms and local traditions of the UAE Society. Students should maintain civilized behavior and take care of the university facilities and properties, as well as the belongings of their fellow roommates.
- University Housing students must treat each other as brothers and sisters. They should rise above minor disagreements and devote themselves to studying and academic achievement. Students are encouraged to benefit from the cultural, sport and social activities organized by the Deanship of Student Affairs and the Student Accommodation Office.
- Female students' permits for leaving the University Housing will be according to the forms approved by their guardians. No changes are permitted without a new approval of the female student's guardian.
- The female student's permit sheet shall include the names of relatives allowed to visit the student. The visits are arranged according to the rules and regulations of the Student Accommodation Office and at the places designated for visits.
- The female student's guardian is identified during housing application, in which her name and address are written. The female student guardian must be a first-degree relative.

Responsibilities of University Housing Student

- A student using the University Housing receives a furnished room, by signing on a special form to agree that she is fully responsible for the room content unless she has a signed the checkout from the University Housing office.

Duties of Resident Students

- Submitting required documents and correct data for internal Student Accommodation Office
- Keeping the room clean, good usage of the housing facilities, respecting time schedules and norms of good conduct, including showing in the lobby and visit areas in suitable attire.
- Taking care of personal and valuable belongings, as the Student Accommodation Office shall not be responsible for their loss.
- Avoiding misuse of electrical devices belonging to the University Housing Department or others. Turning off the light and AC devices when leaving the room.
- Keeping quiet and calm and avoiding using stereos or gathering in groups after 10 pm.
- Observing rational use of water and electricity.
- Behaving well with the University Housing employees and reporting complaints to the housing supervisors.
- Following the scheduled time for attending the residence facility no later than 9 pm for female students, except for emergency situations accepted by the housing supervisor. When a female student enters the University Housing with a relative, the relationship of the student to the relative must be checked.

Student Relative

- The Student Accommodation Office may accommodate the student's first-degree relatives in single rooms only, according to availability, on daily basis once within the semester for three days only for free, otherwise the financial rules and regulation will be applied according to availability.
- Students can meet visitors and relatives in designated visit areas during the visit's scheduled times.

Housing Prohibitions

- Behaving in a way not in line with the university values, rules and regulations.
- committing acts not in line with good manners, Islamic behavior and in contradiction with the values and traditions of the UAE society.
- Abusing the use of the University Housing properties.
- Possession of weapons or explosives.
- Using magazines or video tapes including photographs or materials not in compliance with the general norms.
- Using kittles and other water boilers, working with gas or electricity, which can cause fires inside rooms.
- Bringing living animals or birds to the University Housing facility, without an officially written permission.
- Displaying any posters or photographs, or writing and drawing on walls or furniture, or misusing any University Housing.
- Bringing children to the University Housing facilities.
- Any act not allowed by the Student Accommodation Office.
- Smoking cigarettes or Shisha inside rooms.
- Using incense burners and candles.
- Misusing regular cameras and mobile phone cameras in a way, which violates the privacy of fellow students.

Complaints

- Students have the right to complain about misconduct, mistreatment, or abuse of the rules and regulations by the housing employees, or companies or administrations dealing with the Deanship of student affairs, to the University Housing office, which shall investigate the matter and bring violators before the University Disciplinary Committees.
- The Deanship of Student Affairs is the supervising body overlooking the proper and transparent implementation of the Student Accommodation rules and regulations.

Disciplinary System of the University Housing Students

- All students residing in USTF Student Accommodation facilities shall enjoy responsible freedom. On the other hand, students failing to abide by the Student Accommodation rules and regulations may be subject to disciplinary penalties.
- Without prejudice to the regulations of the students' affairs and the provisions thereof concerning the conduct of the conduct, disciplinary action shall be deemed to be a violation of the laws, regulations, instructions and customs of the university or to perform

any act prohibited by virtue of these regulations or other regulations or instructions emanating from them.

- Students' violations of the Student Accommodation rules and regulations are filed in a preliminary report to the Student Accommodation Office within 24 hours to conduct an inquiry and issue the appropriate penalty. The Student Accommodation Office may decide a violating student should show before the Student Disciplinary Committee.
- All students in the University Housing are required to observe the disciplinary rules of the Deanship of Student Affairs. Violating students of the University Housing regulations shall be held responsible for the terms of this policy, all other rules and regulations stemming from it.

Penalties

- Students who violate the Student Accommodation rules and regulations are subject to one of the following penalties:
  - Verbal warning and signing of a commitment.
  - First written warning
  - Second written warning, with the guardian being notified.
- If the violation is repeated, the student shall be referred to the Student Disciplinary Committee.
- The above penalties shall be implemented only after a written investigation with the student is conducted and after hearing her defense. However, if the student fails to appear before the investigation without any acceptable justification after receiving a written notification, she will lose her right to defend herself and her violation shall be processed in her absence or as the Student Disciplinary Committee may see fit.

Implementing Penalties

- Violations 1-3 shall be implemented by the Student Accommodation Office.
- The Student Disciplinary Committee has the right to decide any of the penalties described in 1.23.
- The penalties decided in 1.23 are final. In case of dismissal from the University, the student may appeal to the University Chancellor within a week from receiving the written decision of the Student Disciplinary Committee. The decision of the University Chancellor shall be final.

Related Policies

- Female Residential Life Procedures
- Student Finance Policy
- Student Disciplinary Policy
- Student Rights and Responsibilities Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	Student Housing and Deanship of Student Affairs	VCAA	BOT
V 2.0	08/02/2021	Approval as Updated Policy	Student Housing and Deanship of Student Affairs	VCAA	BOT
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Female Residential Life Procedures

Policy Name	Female Residential Life Procedures		
Policy Owner	Student Housing and Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Female Residential Life Procedures refer to the guidelines governing the day-to-day life of female students who live in on-campus housing. These procedures generally cover a wide range of topics, such as safety and security, room assignments, guest policies, and maintenance and cleaning of the residence halls. These procedures also include key and access control, as well as guidelines for fire safety and emergency evacuation.

Policy Purpose

- This procedure identifies the standard operating procedure in the Hostel and clarifies the different duties performed by the designated staff for each type of transactions.
- This Procedure outlines authority and responsibilities of the Students Housing Office regarding the duties and operations of room rates, reservations, room assignments, check-in, room maintenance, room cleaning process and checkout.

Policy Scope

The procedure applies to resident and explains the detailed series of actions that shall be taken for each of the following areas:

- Room Publication
- Room Reservation, change room and room cancelation.
- Check-in, Upgrade/ downgrade, check-in cancellation
- Security Regulation
- Check out and clearance.
- Cleaning process.
- Maintenance Process
- Daily rent rates

Responsibility

The student-housing manager and student housing staff shall ensure that daily operations of accommodation transactions comply with the standard procedure cycle as outlined in this procedure.

Procedure

- **Room Rates Publication:**

  Before the beginning of every semester (at the end of the previous semester for the existing students), the Student Housing Office shall publish the room rates on hostel eMADA system and the accommodation reservation form (101) according to USTF calendar.

Responsibility	Action (s)

Student Housing Office	- Updates on procedure and prepare the student accommodation reservation form.
Student housing manager	- Approve the updates on procedure and reservation form.
VCAFA	- Approve the form or advice on.
Student Housing Office	- Publish the form (101) to all student for reservation, the room publication should have the following details: - Resident and his/her guardian information of accommodation choices (room types and rates). - Reservation and withdrawal regulation. - Financial commitment - Rules of occupancy

- **Room reservation, cancelation, or change:**
  - **Room Reservation**

    Before the beginning of every semester, the resident must fill and sign the accommodation reservation form, which contain all the required details. Subsequently, the resident will pay a deposit linked to her ID, and accordingly, receive a reservation confirmation.
    - **Documents:** Reservation form, Passport Copy, Small photograph, Health certificate, and guardian leave permission form signed by resident's guardian (for Female only) and Rules of occupancy.
    - **Procedures:**

Responsibility	Action (s)
Resident	- Fill and sign the reservation form (101) to approve that she is fully aware of reservation and attached with the guardian leave permission form. - The resident and his/her guardian should read the rules of occupancy carefully and sign on it. - The resident can fill the name of the person she like to roommate (it is not compulsory) - She should have paid the Hostel Deposit for reservation.
Cashier	- The cashier collects the deposit and issue the receipt. - The reservation not accepted on the system in the event of non- deposit payment.
Hostel supervisor	- Collect all related documents required to confirm the reservation).
Hostel coordinator	- Based on room availability, the coordinator confirms the reservation in the Hostel system, and issues the reservation confirmation form (104) - Enter the resident information on social page
Resident	- Receives his/her reservation confirmation form (104).
Student housing office	- Reviews and checks all Reservation transactions.

  - **Room Cancellation:**

    Room reservation can only be cancelled within two weeks from booking date; otherwise, the Resident will lose her deposited amount. If the Resident does not check in within a period of 15 days from the announced check in date, the resident reservation will automatically be canceled, and the deposit will not be refunded. The resident who cancels her room reservation will be excluded from any penalty if she presents an academic or administrative motive. Final approval rest with the housing manager and financial manager.
    - **Documents:** Accommodation reservation form (101), Check out form (108).

- **Procedures:**

Responsibility	Action (s)
Resident	- Informs the supervisor about his / her wish to cancel the booking and provide confirmation document approved from his/her guardian that he accepts the cancellation
Hostel Coordinator	- Confirms the cancelation on accommodation system then issues a check out Form with all details, signs, and deliver it to the Resident
Student housing office	- Complete the operation on check out form
Student Housing Manager	- Approve the check out and transfer it to financial office manager
Resident	- Follows up the accountant section for clearance of financial matter.

- **Room Change:**

  Room reservation can be changed up to the stated check in date.

  The reservation change can be accepted for the Room type or Room location according to availability.

  - **Documents:** The previous reservation form (101) to clarify the reservation change.
  - **Procedure:**

Responsibility	Action (s)
Resident	- Informs the Supervisor that he / she wishes to change his/her room reservation.
Hostel Coordinator	- Changes when it is possible and updates the reservation on the accommodation system and all related documents.

c. Check-in, Room upgrades/downgrades, and check in cancelation:

- **Room check-in**

  To enter the hostel by following check-in procedure.

  - **Documents: Check-in form (105) [fingerprint identification for night completion, Turnstile Card, for female only)] and complete personal file, schedule of room cleaning. Arrival and departure inspection form (109).**
  - **Procedure:**

Responsibility	Action (s)
Supervisor	- Saves the resident's fingerprint in the night attendance program, identify the student on turnstile gate program and issue the turnstile card (For female only). - Enter all the check in details in the same date of student entering the hostel in the accommodation system, print check in form showing the details. - Provide the residence the room key and room furniture.
Resident	- Sign the check in form. - Sign the room arrival and departure inspection form of room contents after check-in
Hostel coordinator	- Review the check in procedure on the accommodation System.
Resident	- The student pays the hostel fees within the university fees and client pays 50% immediately.
Hostel coordinator	- Prepare a manual list of occupied rooms and send it to the student housing office
Student Housing Office	- Compare the operations in eMADA with manual list includes all students in the hostel.
Student Housing Manager	- Approve the operations and transfer it to financial office manager

Financial office manager	- Check again and confirm.
Hostel Supervisor	- Inspect the room contents. - Enter the checkout on the eMada System, issue the checkout form and sent it to Student housing office.
Student Housing Office	- Revise the checkout transaction on eMADA system before signed by the student-housing manager.
Resident	- Follow up the checkout form with Cashier to clear his/her financial matter.

- **Room upgrades/downgrades**

  After checking in within 15 days from opening the hostel the Resident can change the room, room change will be honored on availability basis, and this is subjected to financial conditions.

  - **Documents: Upgrade/downgrade form.**
  - **Procedure:**

Responsibility	Action (s)
Resident	- When the resident wishes to change his/her room type she should fill and sign the Upgrade/downgrade form indicating the room type and deliver the form to the supervisor, after his/her guardian agree.
Hostel coordinator	- Check If vacancies are available and issues room transfer
Student Housing Manager assistant	- Checks the transactions in Accommodation system, compares the manual tasks with eMADA transactions to ensure the accuracy and transfer the operations to the Student Housing Manager.
Student Housing manager	- Confirm the operations and transfer it to financial office manager
Financial Office manager	- Review all the transactions in eMada System.

- **Check-in Cancelation:**

  According to the resident wishes, and his/her guardian consent the resident can leave the hostel entirely by cancelling his/her check-in any date during semester.

  - **Procedure:**

Responsibility	Action (s)
Resident	- A resident with his/her guardian's approval requests the supervisor to Cancel his/her check-in. - Submit the turnstile card (Female only), room keys, and complete room handover before leaving the hostel; missing or damages to room contents will be deducted from his/her deposit.

d. Security regulation: Resident leave permission, Night Attendance, Turnstile

- **Resident leave permission (for female only)**

  A system for giving female students a permission to leave the hostel temporary or permanently, applies to the following category. All Female residents must have a leave permission in their files signed by their custodian.

  - **Documents: Guardian leave permission form, guardian identification card, electronic leave permission.**
  - **Procedure:**

Responsibility	Action (s)
Resident's guardian	- Fills and signs the manual guardian leave permission form.

Supervisor	- Checks the manual guardian leave permission form in details and approves it
Hostel coordinator	- Approves the manual leave permission form and enters the student information on social page in the eMADA System.
Supervisor	- Issues the electronic leave permission from the eMADA system when needed by the female resident.
Resident	- Checks her permission at the security point at the main gate.
Hostel coordinator	- Review and check the issued permission reports and the action taken for violation by coordinating with Student Housing manager.

- **Night Attendance and Turnstile**

  A system of security regulation to ensure attendance and leave confirmation of female students' residents.

  - **Documents: Resident Fingerprint, Turnstile card, resident photo**
  - **Procedure:**

Responsibility	Action (s)
Supervisor	- Upload the resident photo on the student turnstile card. Issue, activate and printout the turnstile card
Resident	- Use the activated turnstile card for entry and exit through the main gate.
Supervisor	- Scan the resident fingerprint on footprint for night attendance.
Resident	- The resident carries out her attendance at night every day.
Hostel coordinator	- Review and check all transactions of turnstile and fingerprint. Getting the reports and update the hostel manager if there is anyone missing.

e. Check out

It is an operation for releasing the female student when she leaves the hostel using the checkout form.

- **Documents:** Guardian approval to check out the residence (for female only), Checkout form, and arrival and departure inspection for room contents.
- **Procedure:**

Responsibility	Action (s)
Residents	- A resident with guardian approval requests the supervisor for checkout (For female only). - Returns the turnstile card (Female only), room keys, and complete room handover before leaving the hostel; any missing or damage of room contents will be deducted from his/her deposit.
Hostel supervisor	- Inspect the room contents. - Receives the returned turnstile card and room keys. - Enter the transaction, Issue the checkout form, and sent it to Student Housing Office.
Student housing office	- Revise the checkout transaction on eMADA system before signed by the student housing manager for approval.
Student Housing Manager	- Approve the checkout and transfer it to financial office manager
Financial office manager	- Approve the checkout and transfer it for final process.
Resident	- Follows up the checkout form with Cashier to clear any pending financial matter.

b. Cleaning Operation

Comprehensive schedule for room cleaning operation, cleaning, and routine inspection to provide a hygienic environment. Residents can see the room cleaning schedule after check in. Additional cleaning schedules if required by residents will be provided at extra charge.

- **Documents:** Cleaning Survey, manual cleaning checklist, electronic cleaning request.
- **Procedure:**

Responsibility	Action (s)
Resident	- Residents are informed for room cleaning schedule in cleaning page and add additional request if they need
Hostel coordinator	- Upload the room cleaning schedule on cleaning page in the eMADA system. Clarify the schedule to the cleaners to apply the service.
Student Housing Office	- Review and check the operation in the system for evaluation.
Hostel coordinator	- Check and approve the additional cleaning request and inform the resident about the amount to be charged. - Follow the cleaners' performance. - Entering the accomplished steps on eMADA system (according to work completed) - Review, check the reports and evaluate the cleaning service by using a cleaning survey.

c. Maintenance operation:

Comprehensive operation for building maintenance

- **Documents: Maintenance request and services Survey.**
- **Procedure:**

Responsibility	Action (s)
Resident	- Requests for maintenance electronically via the system or manually by informing supervisors.
Supervisor	- Feeds the maintenance system with the maintenance request.
Hostel coordinator	- Approve the pending maintenance request; print the report of maintenance work requests. Submit the maintenance list to the technicians. - Review the maintenance report for evaluation by using maintenance survey
Student Housing Office	- Review the maintenance request for supporting the completion of the maintenance works.

d. Daily rent rates

Residents who sojourn at the hostel for short period due to academic reasons are sanctioned by the university's authorities. These residents are subjected to specific financial conditions and accommodation services depend on availability.

- **Documents:** Temporary Accommodation Form, Certificate ensuring the academic reason for entering the hostel
- **Procedure:**

Responsibility	Action (s)
Financial Office	- Checks and ensure the debits are registered in eMada System
Coordinator	- Take the oral approval from Student Housing manager before accepting the request and insuring there is academic reason for entering hostel.
Residents	- fill and sign the temporary accommodation form. - pay the full accommodation fees in advance. - show up the academic certificate
Coordinator	- Enter the Check-in in accommodation system.

	- Collect the full amount of the rent and issue the receipt. - Send the receipt and the rent amount to the cashier. - Prepare a list for Temporary renters and transfer the list to the Student Housing Office.
Student Housing office	- Check and revise the transaction in eMada System

Related Policies

- Female Residential Life Policy
- Student Finance Policy
- Student Academic Integrity Policy
- Student Rights and Responsibilities Policy
- Student Disciplinary Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	Student Housing and Deanship of Student Affairs	VCAA	BOT
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Student Finance Policy

Policy Name	Student Finance Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This policy focus on the tasks related to USTF students' financial aspects, as well as the review and assessment of all financial and accounting policies and systems related to students, their families, and sponsors.

Policy Purpose

USTF's Student Finance Policy is set to inform students, parents or sponsors about the financial rules and regulations implemented by USTF for admission to graduation processes, withdrawal, or dismissal from the University. Also, regarding re-fund, exemption, financial assistance, and scholarships according to clear and well-defined rules and regulations.

Policy Scope

This policy applies to all actions that have a financial effect on USTF students, their parents, and sponsors.

USTF financial rules and regulations:

1. **Application and Registration fees**
   - Application and registration fee for undergraduate programs is AED 1,300 paid in cash as one installment upon the submission of admission application and is not part of the tuition fees. The application and registration fees are non-refundable, except when the student's application is rejected in which case an amount of AED 1,000 will be refunded to the student.
   - Students who wish to apply for transfer of courses from other accredited institutions pay a non- refundable fee of AED 500. This fee shall be considered part of the application and registration fee if the student is admitted in USTF.
   - Students admitted to the Bachelor of Dentistry Surgery (BDS) program are required to pay a seat reservation deposit of AED 6,000. This deposit is non-refundable and non-transferable and must be paid before the deadline stated on the letter of admission. This deposit is deductible from the student's tuition once the applicant joins the University. If the student asks to defer admission to the following semester and the request is approved, the deposit will be applied to the following semester.
   - The application and registration fee for graduate programs is AED 1,500. The fee should be paid in cash in one installment upon registration and is not part of the tuition. The application and registration fees are non-refundable, except when the application is rejected in which case an amount of AED 1,200 will be refunded to the student.

2. **Tuition fees**

a. **Credit Hours for bachelor's Programs**

- Tuition fees for the bachelor's programs offered at the USTF are as follows:

College	Degree	T. Cr. Hrs.	Fee per one credit hour
Dentistry	Bachelor of Dental Surgery	201	AED 2,100
Pharmacy and Health Sciences	Bachelor of Pharmacy	167	AED 1,525
Engineering and Technology	B.Sc. in Electrical Eng. / Electronics and Communication	142	AED 1,325
	B.Sc. in Electrical Eng. / Power and Renewable Energy	142	AED 1,325
	B. Sc. Information Systems / Project Management	123	AED1,025
	B. Sc. Information Technology / Cyber Security	123	AED1,025
	B. Sc. Information Technology / Data Analytics	123	AED 1,025
	Bachelor in Interior Design	134	AED 1,325
Humanities and Sciences	Bachelor of Arts in Sociology and Social Work	1100	AED1,100
	Bachelor of Arts in Psychology	1100	AED1,100
	Bac. of Arts in Mass Communication / Public Relations and Advertising	1100	AED1,100
Business Administration	Bachelor of Science in Management	126	AED 1,025
Law	Bachelor of Law	132	AED 1,150
General Studies			AED 1,200

- USTF offers different types of Fee waivers and scholarships: 5% - 20% for Siblings, 100% for program best performers, 50% -100% for top students from secondary schools of Fujairah Emirate, other announced discounts.
- Includes the fee rate per credit hour and additional fees as applicable to each registered course (i.e., lab, tutorial, and project). Excludes books, hostel, and transportation fees.
- Terms and conditions apply.

b. Credit Hours for bachelor's Programs

- Tuition fees for the Graduate programs offered at the university are as follows:

College	Major	T. Cr. Hrs.	Fee Per Cr. Hr.	Ave. Cost per Year	Ave. Coat per Semester
Business Administration	MBA	36	2,000 AED	36,000 AED	18,000 AED

c. Laboratory, Clinic and Studio Fees

Students registered in the programs offered by the College of Dentistry and College of Pharmacy and Health Sciences and Department of Interior Design pay a flat semester fee for specialized laboratory sessions and clinics as shown in the table below:

Fees	College Dentistry	College	Department of

	1st -3rd year	4th and 5th years		Pharmacy	Interior Design
		Clinics	Productive Lab		
	AED 4,000	AED 6,000	AED 3,000	AED 2,750	AED 1,550

- This fee doesn't include lab fees of courses of proposed sequence of study (study plan) offered by other college.
- Students registered in the program of Bachelor of Arts in Mass Communication will pay a studio fee of AED 1,100 per semester for each registered course having Radio /TV session.

d. Orientation Service Fee

New students pay a fee of AED 1,200, for the orientation service, which is taken during the first semester of enrolment. At the beginning of the first semester, USTF organizes an orientation session for new students which enables them to meet the Chancellor, Vice Chancellors, College Deans, Admissions and Registration personnel and Deanship Students Affairs staff. This orientation also provides them with essential information about course registration, academic advising, important deadlines, and other related matters.

3. Additional Fees: The student pays the following additional fees:

- Additional lab fee for each registered course having lab sessions offered by colleges other than College of Dentistry and College of Pharmacy: AED 675
- Additional fee for courses having a tutorial session: AED 575
- Additional fee for graduation project courses at the College Engineering and Technology AED 625
- Additional fee for internship courses: AED 850
- Student service fee per semester: AED 350
- Application fee for an incomplete course: AED 500
- Reference letter: AED 40
- Extra copy of the academic transcript: AED 100
- Grade grievance application: AED 100
- ID card, per academic year: AED 30
- Additional fee of AED 500 per each registered course taken as independent studies.
- AED 200: penalty for each bounced cheque.
- 5% VAT will be added to all above-mentioned fees.

The University reserves the right to increase the tuition and other fees up to 10% per academic year when deemed necessary.

4. Payment Terms

- A student should pay AED 4,000 in advance as a deposit to register in fall/spring semesters (AED 2,000 in summer term).
- Upon registration, the student should pay the tuition fees in full within two weeks from the end of the add/drop period. The Office of Finance has the right to take the necessary action against any student who has not settled his/her due balance of

tuition fees, including suspension of registration and ineligibility to attend exam sessions.

- The student has an option to settle tuition fees in (3) three monthly installments by providing postdated cheques. To get this privilege, the student should obtain the Office of Finance's approval after filling out the required form. This option is valid for spring/fall semesters only.
- Tuition for summer term should be paid in one installment within (2) two weeks from the end of the add/drop period.
- Graduate students registering for Master Thesis will pay 50% of the applicable fee upon registration and 50% during the semester.

Payments to USTF are accepted in the following forms:

- **Cash:** Denomination of UAE Dirhams, GCC currencies and USD
- **Cheque:** Current and Post Dated, UAE Dirhams cheques drawn on UAE Bank*
- **Postdated cheques** are subject to Office of Finance's approval.
- **Credit Cards:** Visa, Master, American Express & Diners Club.
- Direct deposit and bank transfer to:
  - **Ban**k: Abu Dhabi Islamic Bank,
  - **Branch:** AL Fujairah
  - **Account Name:** University of Science and Technology of Fujairah LLC
  - **IBAN:** AED120500000000010270215
  - **SWIFT:** ABDI AEAD
- The student's name and University ID number (if available) must be mentioned in all deposits and transfers.
- Please scan the deposit slip or transfer confirmation and e-mail them to: finance@ustf.ac.ae or fax them to: +971 92243134.
- For further finance-related inquiries, please contact the Student Accounts on:
  - Female section teller: 00971 92023652
  - Male Section teller: 00971 92023653
  - e-mail: finance@ustf.ac.ae

5. Refund Policy

a. Add/Drop Period

- At the beginning of each semester, students can drop courses from their schedule and/or add new courses to their schedule without penalty.
- Students may add or drop courses only with the approval of their academic advisors.
- Students enrolled in a semester may drop or add some courses previously selected and approved by their advisors, provided that the total number of credit hours does not exceed or fall below the limits according to the study plan.
- Students who add and drop courses during the approved period will not lose the fees paid for dropped courses.
- When adding and dropping courses, students should bear in mind that the minimum

number of credit hours for which they may register is nine.

- Add and drop courses must be done during the first week, as students cannot change courses after this period.
- The period allocated for dropping courses will not affect the student's academic record, but without refund of fees.

b. Suspension of Registration

- During the add/drop period a student may apply for suspension of registration for one or a maximum of two consecutive semesters. The application should be submitted to the Office of Admissions and Registration. In this case, the full amount of any fees paid shall be credited in full to the student's account for the following semester or refunded one week after the submission of the refund application to the Student Account Officer at the Office of Finance.
- If the student applies for suspension of registration for one or two semesters during the two weeks following the end of add/drop period, he/she shall be entitled to only 50 percent of the tuition fees of the semester in which he/she submits the application for suspension.
- If the student applies for suspension of registration after the end of the two weeks following the add/drop period, he/she will not be entitled to claim a refund of any part of the tuition fees of the semester in which he/she submits the application for suspension.
- If a student wishes to reclaim any amount from a credit balance, he/she must fill in an Application for Refund Form and submit it to the Student Account Officer at the Office of Finance after the end of the add/drop period. A cheque payment will be prepared within one week from receiving the application. If the student fails to do this, the amount will be credited to the student balance for the following semester.

c. Withdrawal from the University

- During the add/drop period, the student may submit an application for suspension of registration and withdrawal from the University. The application should be submitted to the Office of Admissions and Registration. In this case, the student is entitled to a full refund of tuition fees paid for the semester in which he/she submits the application for withdrawal. The refund will be made one week after the submission of the application for refund to the Student Account Officer at the Office of Finance.
- If the student makes an application for suspension of registration and withdrawal from the University within the two weeks following the end of the add/drop period, he/she is entitled to a refund of only 50 percent of the tuition fees for the semester in which he/she submits the application.
- The student shall not be entitled to claim a refund of any part of the tuition fees if the application for suspension of registration and withdrawal from the University is made more than two weeks after the end of the add/drop period.

d. Disciplinary Dismissal

- A student who is dismissed from the University for disciplinary reasons is not entitled to any refund of tuition fees of the semester of dismissal.

6. Tuition Fee Waiver

a. New students

- New students are entitled to a waiver of 20 percent of the tuition fee for the courses in which they register in the first semester of their study, after fulfillment of the English proficiency requirements, if:
  - The student obtains a minimum grade of 95 percent in secondary school final examinations, for the College of Dentistry and College of Pharmacy and Health Sciences programs.
  - The student obtains a minimum grade of 90 percent in secondary school final examinations, for all other colleges.

b. Continuing Students

- Continuing students are entitled to a reduction of 20 percent of their tuition in a regular semester if they have obtained a GPA of 3.8 or higher out of 4.0 and completed successfully at least 15 credit hours during the previous semester.
- Continuing students are entitled to a reduction of 10 percent of their tuition in a regular semester if they have obtained a GPA of (3.6 to 3.79) out of 4.0 and completed successfully at least 15 credit hours during the previous semester.
- The University reserves the right to amend the secondary school grade or semester GPA required by students to be entitled to tuition fee reduction.

c. Sibling Fee Waiver

- All sibling students and first-degree relatives (parents and full siblings) registered in any undergraduate program are eligible for a fee waiver from 5% to 20% according to their order of registration in the same semester, excluding the summer term, after submitting a request with copies of their passports to the Office of Scholarship and Financial Aid. This fee reduction is not subject to the AGPA condition. It is applicable as follows:

Sibling	Waiver Rate	Sibling	Waiver Rate
First	5%	Third	15%
Second	10%	Fourth and above	20%

d. Performance Fee Waiver

- Exemptions (100%) from tuition fees shall be granted to the top the first academically outstanding student in each program during each regular semester, in accordance with the following regulations, and the following requirements should be met to be eligible for the discount:
  - To have completed 60 credit hours at University of Science and Technology of Fujairah.
  - If two eligible students have the same CGPA, preference is given to the student

who has completed more credit hours.

- In the event of two eligible students having the same CGPA and completed the same number of credit hours, preference is given to the student with the highest CGPA in the last semester.
- The number of credit hours completed should be commensurate with the number of academic years spent by the candidates at University of Science and Technology of Fujairah
- The list of colleges' top achievers is approved by the Office of Admissions and Registration and the Vice Chancellor for Academic Affairs.

e. Top Secondary School Students Waiver

- The top three students from secondary schools within the Emirate of Fujairah are entitled to a fee waiver in the first semester of their study only, as follows:
  - 100% for the first top student
  - 75% for the second top student
  - 50% for the third top student

General Notes

- Tuition waiver is applied to undergraduate programs only. In addition, it is applied to tuition fees during fall/spring semesters only. Summer term is excluded.
- If a student meets more than one of the above, i.e., conditions of fee waiver or scholarship, she/he will not be entitled to benefit from more than one fee waiver at the same time. In this case, the student will be granted the higher fee waiver.
- All fee reductions will be granted on the condition that the student satisfies all admission requirements stated by the Ministry of Education in United Arab Emirates, like English and Arabic proficiency requirements, before the end of the add and drop period in the first semester of their enrollment.
- All above-mentioned tuition fee reductions are subject to general eligibility conditions as specified in the university policies and procedures. For more details, please contact the Office of Scholarship and Financial Aid.
- 5% VAT will be added to all tuition fees.

Related Policies

- Advanced Standing Policy and Procedures
- Academic Excellence Scholarship Policy
- Student Rights and Responsibilities Policy
- Student Grievance Policy and Procedures
- Student Appeal Policy and Procedures

Document History

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Financial Control in Student Run Clubs and Societies Policy			
Policy Name	Financial Control in Student Run Clubs and Societies Policy		
Policy Owner	Financial Controller and Deanship of Student Affairs	**Reviewed**	Annually
Approved By	Vice Chancellor for administrative and Financial Affairs	**Approval Date**	

Policy Statement

USTF's clubs and societies receiving funding directly from the University sources (such as, education and general fund, student fees, auxiliary enterprises, and other) must strictly adhere to USTF's financial policies and procedures. Funding from the university sources cannot be deposited into or transferred to an off-campus bank account. Unused allocations from university sources must return to USTF's account through the Office of Finance at the University.

Policy Purpose

Defining policies and procedures governing financial control in student run clubs and societies.

Definitions

Student Clubs and societies are dedicated to promoting programs, events, and activities that allow students to exercise and develop their skills through practical learning experiences outside the classroom. USTF's student clubs and societies assist students in matters ranging from establishing and joining student clubs/societies to organizing events and activities. Within the Deanship of Student Affairs (DSA), student clubs and societies organize many of the university's most popular events such as the Global Day, UAE National Day, and many others. These clubs and societies recognize student contributions to extracurricular activities through its various awards, and appreciation functions. Students benefit from multifaceted extracurricular opportunities that complement formal learning and promote their personal, intellectual and talent growth. This policy intends to shed light on financing the activities sponsored by the various student clubs and societies.

Policy Details

USTF is the only sources of funding the activities of student clubs and societies through the Deanship of Student Affairs. Funds are released to student clubs/societies once their event is approved by the Deanship of Student Affairs and the Office of Finance. The following are guidelines for usage of funds:

- Funds can be used for purchase requests for event-related items. Expenses should be incurred in line with the approved event budget.
- All approved and allocated funds for student clubs/societies are to be spent for the respective club's/society's events and development for the current academic year.
- Expenses incurred by student clubs/societies should be consistent with the nature and purpose of the event.

- Student clubs/societies should provide a clear and complete explanation for expenses incurred after the event or if expenses are inconsistent with the nature of the event.
- Each event of clubs/societies will be subject to the audit by USTF internal auditor.

Procedure

- The Deanship of Student Affairs submit annual operational plan along with detailed budget of all expenditures covering activities of USTF student clubs and societies and their required financial expenses.
- The Vice Chancellor for Academic Affairs review and approve the annual operational plan of Deanship of Student Affairs, while the budget of the deanship budget is submitted to the Office of Budget and Planning.
- The student clubs and societies spent from the approved Deanship of Student Affairs' budget, and per USTF financial and administrative policies followed and through USTF Microsoft Dynamics.
- The Deanship of Student Affairs reviews, modifies, and approve the budget for the event, and return written approval or disapproval to the student clubs/societies.
- The Deanship of Student Affairs inform the student clubs/societies about the budgetary approval and discuss the implementation phase.
- After the implementation of event, student clubs/societies are required to submit a completed post-event report along with receipts of all expenditures and excess cash, if any. Deanship of Student Affairs will deposit the excess cash to the Office of Finance. Student clubs/societies should always provide original, printed, receipts. Student clubs/societies must submit the post-event report within two working days after the event. Subsequent fund requests will not be processed unless the required post-event report is submitted to office of finance through the Deanship of Student Affairs.

Related Policies

- Deanship of Student Affairs policies
- Office of Finance policies
- Office of Budget and Planning policies
- Internal Auditing Policy
- Financial Policy
- Procurement and Inventory Control Policy
- Cash Management Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	Financial Controller and Deanship of Student Affairs	VCAFA	BOT
V 2.0	04/10/2022	Approval of the Updated Policy	Financial Controller and Deanship of Student Affairs	VCAFA	BOT
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Academic Excellence Scholarship Policy

Policy Name	Academic Excellence Scholarship Policy		
Policy Owner	Office of Admissions and Registration	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

The first-place student from each academic program offered by University of Science and Technology of Fujairah (USTF) is selected based on his/her academic performance at the end of each regular semester (fall and spring semesters). The selected students are granted Academic Excellence Scholarships by exempting them from the tuition fees due in the next regular semester following the semester in which their academic performance was evaluated. The amount of the scholarship is 100% tuition waiver for first place student in each academic program.

Policy Purpose

Academic Excellence Scholarship Policy at USTF is a reward excellent student at the University receive for their outstanding achievement in their study. As per this policy, the top student of each academic program receives 100% tuition waiver at the end of each regular semester (fall and spring semesters).

Policy Details

A. Candidate students for the Academic Excellence Scholarship are selected according to the following criteria:

1. Candidates for the Academic Excellence Scholarship must complete at least one-half of the number of credit hours in the study plans of their study programs at USTF. The credit hours completed by students at other universities and equated for the by USTF are not considered among the credit hours calculated for each candidate.
2. Candidate students must have a cumulative grade point average (CGPA) of no less than 3.8 out of 4.
3. The first-place student for each academic program is selected from among the candidates according to the highest CGPA.
4. If the candidates are equal in item (3) above, the first-place student for a given academic program is selected from among the candidate students who have completed more credit hours.
5. If the candidate students are equal in items (3) and (4) above, the first-place student for the academic program is selected from among the candidate students who have achieved the highest average credit hours completed in the regular classes.
6. If the candidate students are equal in items (3), (4), and (5) above, the first-place student for each academic program is chosen from among the candidates who achieved the highest average percentage of grades in all the courses he/she has completed at the University during his academic career.

7. If the candidate students are equal in items (3), (4), (5), and (6), the first-place student from an academic program is selected from among the candidates who have achieved the highest total points in the last regular semester.

B. The following points are considered in the candidacy of USTF students for the Academic Excellence Scholarship:

8. The candidate students have not been subjected to any disciplinary or disciplinary violations during their academic career.
9. The transcripts of candidate students who have not removed any incomplete grade (I) will not be considered, except for the Training Course, which is counted in progress (IP) until completion.
10. The academic records of candidate students who have transferred a course grade or more during their study to a grade of pass (P) or non-pass (NP), are not considered, as the cumulative average does not reflect the students' actual performance in this case.
11. The credit hours registered by the candidate students during the summer terms are counted towards the total number of credit hours completed.

Procedures

Procedures to selection of candidate students eligible for the Academic Excellence Scholarship at USTF:

1. At the beginning of each regular semester, a committee headed by the Director of the Office of Admissions and Registration and the membership of the scholarship official at the University, a member from the admissions and registration staff, and a member from the Deanship of Student Affairs.
2. The committee prepares a list of the top five students for each program based on their academic performance at the end of the previous regular semester.
3. The committee selects the first-place student for each academic program, making sure of his/her eligibility for the first-place candidacy to the Academic Excellence Scholarship in his/her academic program.
4. In case the committee decides the ineligibility, of the top of the five candidate students for the Academic Excellency Scholarship, the reason for withholding or blocking the scholarship must be clearly stated.
5. The selected list of candidate students for the Academic Excellence Scholarship award in each academic program is review by the University Internal Auditor to ensure the integrity of the procedures followed in candidacy selection, eligibility of the first-place nominees for the Scholarship, and that the reasons for selection or exclusion were conducted according to the terms and conditions of this policy.
6. For transparency, the list of the first-place winner of the Academic Excellence Scholarship, for each of the academic program offered by USTF, must be announced according to the applicable procedures.

7. If there are no complaints, the list winning students is approved by the deputies and the university chancellor and sent to the Office of Finance for implementation.

Related Policies

- Deanship of Student Affairs policies
- Office of Finance policies
- Cash Management Policy
- Student Finance Policy

Document History

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Student Disciplinary Policy

Policy Name	Student Disciplinary Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

The policy is developed by administrators and educators to create a safe and positive learning environment for all students. A student disciplinary policy is a set of rules and guidelines that outline the expectations for student behavior and the consequences for failing to adhere to those expectations. The student disciplinary policy deals with prohibited behaviors, such as cheating, bullying, or vandalism to facility etc. the policy also describes the response will be taken to a violation such as a warning, detention, or suspension.

Policy Purpose

The aim of this policy is to ensure that allegations of non-academic misconduct at Regent's University London (Regent's) are dealt with fairly and appropriately. The objective of this policy is to define the types of actions that would be considered by Regent's to constitute acts of non-academic misconduct, and to provide clear information to staff and students on how allegations of such actions are to be dealt with. The Student Disciplinary Policy relates to matters of non-academic misconduct. Procedures relating to matters of academic misconduct can be found in the University Academic Regulations. 2.

Policy Details

All members of USTF, including students, are expected to conduct themselves in accordance with the regulations of the University, and the laws of the UAE. USTF students are requested to play an exemplary and positive role in enhancing the reputation of the University by:

- demonstrating a clear commitment to their own learning;
- conforming themselves to all specified time requirements for registration, class schedules, examinations, and completion of assignments;
- ensuring that work presented is their own personal work;
- ensuring that all information presented to faculty members and administrative staff is accurate and true;
- conducting themselves in a courteous and proper manner in their dealings with faculty members, employees, or other students;
- meeting their academic advisors regularly;
- respecting the property of others and of the University;
- reporting grievances to their academic advisor or the Dean of the College;
- avoiding cheating, plagiarism, disruptive behavior, or improper conduct which could damage the reputation of the University;
- not using USTF's facilities for other than learning purposes without prior authorization;
- not falsifying documents or using falsified documents for any purpose related to the University;
- not distributing leaflets or collecting signatures on university premises or hostels without prior authorization; and

- abiding by USTF rules and regulations, and the directives of the academic and administrative staff; and acting in a way that will not cause offence to the culture of the UAE.

Policy Content and Guidelines

- Any violation of university regulations or directives, or improper behavior (as set out in the purpose of this policy), is considered as misconduct, and will render the student liable to disciplinary action which may range from a verbal warning to dismissal from the University.
- In addition, if a student violates any rule or instruction during an examination, or is caught cheating, he/she will be asked to leave the examination hall. In this event, the campus examination committee will interview the student on the day following that in which the incident occurred and will as a result submit a detailed report to the Chancellor of the University, in which the level of punishment is recommended. The level of punishment may range from the giving of an "F" grade for the course concerned, or failure in all courses for which the student is registered that semester.
- A copy of the decision of the Chancellor will be kept in the student's file, and the Admissions and Registration Deanship will also inform the guardian as appropriate.

Proceeding

- Any member of the University community may bring a complaint against a student. A complaint must be filed to the Head of the Student Disciplinary Committee (SDC) within two weeks of the incident or the discovery of the alleged infraction(s). The complaint should be concise and complete statement of allegations.
- The Head of the SDC shall set a time and place for the hearing within one week of the time the complaint is filed.
- The Head of the SDC will notify the respondent in writing of the complaint and the specific allegation filed. The respondent shall receive a written copy of the allegedly violated regulation and the time and place of the hearing through the student affairs.

Student Disciplinary Committee Rules

- The SDC shall meet regularly at scheduled times as required by the caseload.
- All committee hearing will be closed to public.
- Any member of the SDC having a conflict of interest in a case must abstain from participation in the hearing.
- Burden of proof ("clear and convincing evidence") rests on the complaint.
- Witnesses may be called by the parties and/or by the SDC. Witnesses may be either witnesses to the actual event or character witnesses. Character witnesses may be called, if appropriate, during the sanction phase of the hearing. The SDC may, by majority vote, reasonably limit the number of witnesses for such reasons as redundancy or irrelevancy. Witnesses may be excluded from the hearing until testimony is to be presented.
- The complaint, the respondent, and the members of the SDC shall all have the right to examine and cross-examine witnesses.
- All evidence offered must be relevant, not privileged and legally acquired.

- The SDC will determine the acceptability of evidence by majority vote.
- The respondent has a right to remain silent to avoid self-incrimination.
- Should the respondent be unable to attend a scheduled hearing, the time and place of which will have been made known in advance to the SDC and in writing, he/she must notify the Head of the SDC at least two working days in advance of the scheduled hearing, except in extreme emergencies, and for good cause, so that the hearing may be rescheduled by Head of the SDC. If the respondent fails to notify the Head of the SDC of his/her inability to attend the scheduled hearing as described above, the SDC will hear the case in the respondent's absence. The complainant should also attend any scheduled hearing, except in extreme emergencies in which case he/she must immediately notify the Head of the SDC and justify his/her absence. If the complaint fails to attend a scheduled hearing without the above-mentioned notification and justification, the SDC may dismiss the case.
- In closed session, the SDC, after due deliberation will decide whether, by clear and convincing evidence, the respondent is or not in violation of the code as charged.
- After deliberating, the SDC will determine the appropriate sanction.

Sanctions

- The SDC will recommend sanctions consistent with the severity of the offense. Standard sanctions such as warning, fines, or assessments for damages to the University property may be appropriate for lesser offense. The SDC may recommend sanctions reflecting the nature of offense. Repeat offenders may receive harsher sanctions. For more serious matter such as behavior that disrupt or delay operation or compromises the safe environment or integrity of residential halls or University, suspension or dismissal from the residential hall or the University may be recommended.
- One or more of the following sanctions may be imposed upon a student for violation of disciplinary regulations. The SDC is not limited to the list of sanctions provided below and may recommend new sanctions. However, all sanctions, when appropriate, may be modified, deferred, or suspended by the University Chancellor. The sanctions that may be imposed are as follows:
    - Letter of apology.
    - Drawing attention verbally or in writing.
    - Warning that continuation or repetition of prohibited conduct may cause additional disciplinary action.
    - Punitive fine.
    - Temporary or permanent barring from the University premises.
    - Restriction (repayment of the direct cost of damage or services resulting from violation of this code).
    - Temporary or permanent loss of privileges (for example denial to access computer services or sport facilities).
    - Temporary or permanent expulsion from the residential halls.
    - Failing the student in one exam.
    - Failing the student in one or more courses.

- Failing the student in all courses for one semester.
- Suspension from the University for one or more semesters.
- Dismissal from the University (this action will be permanently recorded on the student's transcript).
- Cancellation of degree if a forging has been proved of documents submitted to the University.

Implementation

- The Head of the SDC should forward the case record to the University Chancellor within two working days after the hearing.
- The Chancellor may approve or disapprove the sanction. In case of disapproval, it will be referred to the SDC through the University legal advisor. In this case the SDC will review the sanction and resubmit it back to the Chancellor.

Emergency

- In the instance of severely and willfully disruptive behavior, or when the ordinary rights of any member of the University community are threatened by the continuing presence or activity of student or students in the residential hall or elsewhere on the campus, the Chancellor may suspend such student(s) from participating in residential life or other campus activities, pending the outcome of the hearing.

Informing the student

- The students will be informed of sanction in writing through student affairs. Copies of the sanction will be kept at the University archive and another copy will be kept in the student file at the registration. The Deanship of student affairs will inform parents or guardians of student's misconduct when:
  - The sanctions involve fines.
  - The sanction involves failing in one or more courses.
  - The sanctions involve suspension from the University.
  - The sanctions involve dismissal from the University.
  - A student is found responsible for a second violation of the code of conduct.

Appeals

- Respondent may appeal to the Chancellor regarding any disciplinary determination arrived at through a hearing and resulting in disciplinary probation removal from university housing, failing of courses, suspension from the University or dismissal from the University.
- An appeal must be in writing and delivered to the University legal advisor within 2 working days after the notice is delivered.
- The University Legal Advisor will refer the appeal to the Chancellor.
- The appeal will be reviewed by the Chancellor to determine its viability, or he may refer it to SDC.
- The Chancellor or the SDC will determine the appeals viability based on whether there is new information that significantly alters the face of facts stated earlier, evidence of improper procedure,

- findings that are against the weight of evidence or excessive sanctions. If an appeal is deemed viable, the Chancellor will reconsider it for review and decision.
- The Chancellor may deny the request of appeal and affirm earlier finding.
- A new hearing may be conducted on appeal. Decision rendered by the Chancellor will be final.
- Sanctions may be reduced only if found to be substantially misappropriate to the offense.
- The case may be dismissed if the findings are found to be unsupported by evidence.

Related Policies

- Student Rights and Responsibilities Policy
- Student Academic Integrity Policy
- Student Appeal Policy and Procedures
- Student Grievance Policy and Procedures

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	Deanship of Student Affairs	VCAA	BOT
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Student Attendance Policy

Policy Name	Student Attendance Policy		
Policy Owner	Office of Admissions and Registration	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Attending classes is compulsory for all courses. Student will not be allowed to take the final examination if they have missed 25 percent of the classes in each semester. After receiving the first warning (missing 10% of classes) and second warning (missing 20% of classes), students who miss 25 percent of theoretical and practical class hours will not be allowed to attend the final exams and will receive the grade of "F."

Policy Purpose

The purpose of this procedure is to guide University of Science and Technology (USTF) administration and faculty in the management of student attendances of all USTF scheduled activities.

Applicability

This policy applies to attendance of all students at USTF. This includes attendances in any scheduled USTF activities such as e-learning classes (synchronous or asynchronous), clinical training programs, face to face lectures or seminars, workshops, and any other activity deemed significant for training by the faculty.

Policy

Students are expected to be in class for all scheduled class periods (including make-up classes). All matters related to student absences (making up missed work, assignments, and tests) are specified in the course syllabus.

Attending classes is compulsory for all courses, and a student will not be allowed to take the final examination if he/she has missed 25 percent of the classes in a semester. Absence warning policies are set out below:

- If a student is absent for 10 percent of theoretical and practical class hours, the course instructor will issue a 10 percent absence warning.
- If a student is absent for 20 percent of theoretical and practical class hours, the course instructor will issue a 20 percent absence warning.
- If a student is absent for 25 percent of theoretical and practical class hours, the course instructor will issue a 25 percent absence warning and the student will receive the grade of “F.”

USTF Council for Academic Affairs (CFAA) may consider a student’s withdrawal from the course if sufficient and convincing reason for the absence is submitted to it by the Office of Admissions and Registration (OAR).

Procedure

As classroom attendance is an indispensable part of the learning experience, the University established the following rules to regulate attendance and grading:

- Excused absence is not counted as the unexcused absences and is not considered as absence in counting the missed lectures responsible for academic warning.
- Excessive absence, defined by the equivalent of two weeks (semester) or one week (summer term), may lower the student's class participation grade. The degree to which the class participation grade is lowered is at the discretion of the instructor, as clearly defined in the course syllabus.
- Students are expected to be in class on time.

The instructor will be responsible for denoting the attendance policy (including tardiness) and including guidelines for assessing class participation on the class syllabus. The policy for handing in assignments late is determined by the instructor and is stated on the class syllabus. At the discretion of the Office of the Vice Chancellor for Academic Affairs (VCAA), absences incurred due to participation in USTF-sponsored activities or sports tournaments may not figure in the calculation of a student's total absences. The VCAA in consultation with the athletics coordinator will determine if the tournament deserves official excused absence status. Student-athletes are expected to notify their instructors as soon as they are aware they will be missing a class due to a status approved athletic competition.

Any student who is experiencing psychological distress and is unable to attend his or her scheduled classes must first see the USTF Counselor. The Counselor will carefully assess the student's psychological state. Should the Counselor determine the student is unable to attend classes, the Counselor will immediately contact the VCAA and inform him of the student's condition. Respecting the confidentiality policy of counseling services, the Counselor will only disclose the minimal information needed to explain the situation. The VCAA will authorize any absences, if any, from the course (The student retains the options of withdrawing or seeking an Incomplete).

Related Policies

- Grading and Assessment Policy
- Examination Policy
- Online Examination Policy
- Student Records Policy
- Student Rights and Responsibilities Policy
- Academic Advising Policy
- Student Appeal Policy and Procedures
- Student Grievance Policy and Procedures

Document History

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Preventing Radicalisation, Extremism, and Terrorism Policy

Policy Name	Preventing Radicalisation, Extremism, and Terrorism Policy		
Policy Owner	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Reviewed	Annually
Approved By	Chancellor	Approval Date	

Policy Statement

This policy is part of USTF commitment to keeping students safe and promoting community cohesion. Over the last few years, global events have led to a growth of extremist viewpoints, including advocacy of violent extremism. University plays an important part in both educating youth and young people about extremism and identifying when individuals start to become radicalized to prevent youth from being drawn into extremism. Safeguarding youth from various risks is an important part of a university's role and protecting them from extremism is one aspect of that. At USTF, we ensure that through the University vision, values, relationships, and small group teaching tolerance and respect for all cultures, faiths, and lifestyles is promoted. Our youth should be prepared for life in the UAE and keep themselves safe. Everyone at USTF has the right to learn and work in safety. Bullying of any kind is not tolerated and will derogatory language and behavior towards others will be challenged.

Policy Purpose

- This Policy applies to all University activities, undertaken at any University campus in the UAE.
- This Policy applies to all staff and students at the university, including those who do not have a specific role in safeguarding matters, and visitors or contractors engaged by the University who may meet a child or vulnerable adult as part of their work or activities. This policy also applies to situations where a student or staff member may pose a safeguarding risk outside of university activities.
- The purpose of this Policy is to provide high-level information on the requirements of Prevent Radicalisation, extremism, and terrorism, the University's approach to complying with the prevention, and how the arrangements required under the prevention are being satisfied.
- This Policy applies to all staff and students at the University, and all university-controlled activities undertaken in the UAE USTF, Students' Councils, and its clubs and societies. However, the University is required to ensure that arrangements are in place to ensure that activities are undertaken in its name comply with the Prevent Radicalisation, extremism, and terrorism.

Definitions

- **Promoting a culture of Safeguarding** means protecting people's health, wellbeing, and human rights, and enabling them to live free from harm, abuse, and neglect. It's fundamental to high-quality health and social care.

- **Radicalisation** refers to the process by which a person comes to support terrorist and extremist ideologies associated with terrorist groups.
- **Terrorism** is defined as an action that endangers or causes serious violence to a person/people; causes serious property damage, or seriously interferes or disrupts an electronic system. Under this definition, the use or threat must be designed to influence the government or to intimidate the public and is made to advance a political, religious, or ideological cause. The terrorist 'action' may be because of persons acting alone or as part of organized groups.

- **Prevent:** refers to the anti-radicalisation agenda embedded in the Counter-Terrorism Act.
- **Academic freedom:** the expectation that staff and students shall have freedom within the law to question and test received knowledge and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their jobs or privileges.
- **Ideology:** a set of beliefs or principles, especially one on which a political or religious system, party, or organization is based.

Statutory Duties

On the legal front, the UAE has passed legislation to criminalize activities associated with terrorism, including:

- Federal Law Number 7 of 2014 on Combatting Terrorism Offences.
- Federal Decree-Law Number 2 of 2015 on Combatting Discrimination and Hatred
- Federal Law Number 5 of 2012 on Combatting Cybercrimes.
- Federal Decree-Law Number 20 of 2018 on Anti-Money Laundering and Combatting the Financing of Terrorism and Illegal Organizations.
- Issuing a local list of terrorist entities following the provisions of Federal Law Number 7 of 2014 on Combatting Terrorism Offences.

In the fight against financing terrorism, the UAE has made considerable efforts to strengthen anti-money laundering systems through legislation. Furthermore, the UAE works with international partners to monitor and disrupt terrorist financing networks by cooperating with other Financial Intelligence Units (FIUs) and international organizations, such as the Middle East and North Africa Financial Action Task Force (MENAFATF), which champions financial information collection and analysis programs.

Policy Details

USTF responsibility is to safeguard the safety and wellbeing of students, staff and the wider community require that appropriate measures are used to help prevent any member of the university from being radicalized. As an academic institution, we also have an overt responsibility to protect academic freedom and freedom of expression, whilst also putting in place, procedures to safeguard the welfare of students and staff.

Procedures

The underlying considerations adopted by the University in implementing the prevention of radicalisation, extremism, and terrorism are:

- A commitment to the safety and wellbeing of staff and students and all who interact with the University, including not being victims of, or complicit with any activities linked to radicalisation.
- Upholding the legislative requirements and championing the spirit of academic freedom and freedom of speech within the law and with the appropriate obligations and responsibilities arising from such freedoms. To this end, the University has developed a separate Statement on Academic Freedom and Freedom of Speech.
- Preserving equality and diversity as foundations of university life, whilst ensuring these values are not threatened.
- Supporting campus cohesion and harmonious relations across all parts of the University community.
- The requirements described in this Policy are implemented in a proportionate and risk-based manner, relevant to the local context in which the University is based.

Staff Training

USTF will provide awareness training to all relevant staff and review the training regularly. Prevent training will be framed within the wider scope of safeguarding 'students at risk' and duty of care and support of vulnerable students.

Roles and Responsibilities

- All staff members should ensure they are aware of the university's responsibilities under the Prevent duty and of the measures that support USTF's compliance with it. Members of the university faculty who are concerned about a student or staff member who they perceive has been/is being radicalized should report this to the Students at Risk Committee (students) or People and Organisational Development (staff). The university regards that it is the responsibility of all staff and students to report any concerns about individuals who they perceive has been/is being radicalized.
- University leaders and administration have an important role in ensuring that they have oversight of activities and events in their areas. Communication forms an integral part of USTF prevent strategy. As such, the relevant leaders and managers are intrinsic to the processes established and must ensure everyone is aware of the correct procedures (e.g., if there is concern regarding an event, speaker or a vulnerable student or staff member).

Sensitive Research

In certain circumstances, some staff members and students may require access to sensitive material as part of their academic work. In such circumstances, the university's Policy on Access and Handling Sensitive Materials for Teaching and Research will be followed to ensure the relevant approvals are granted and the impact on academic freedom is minimal. It is the responsibility of academic supervisors to ensure that students follow this procedure when relevant.

IT Usage

- USTF considers it unacceptable to use IT infrastructure in any way that supports, promotes, or facilitates extremism. Relevant IT policies and procedures will be kept under review to ensure they support the Prevent agenda.
- The university reserves the right to monitor individual users' internet use and email/instant messages where it suspects that the person is in breach of the IT or any other university policy. Web filtering is also in place within the university which regulates access to websites containing offensive, obscene, extremist, or violent material. Where access is required for approved research purposes, the provisions of the Policy on Access and Handling Sensitive Materials for Teaching and Research will apply.

Communications

Displaying material supporting extremist views or ideologies to be displayed within university premises is impermissible and any such material will be immediately removed if found. Likewise, we will seek to ensure that the university's printed and electronic communications (including the website) do not contain or support extremist material or material likely to encourage or draw people into terrorism and will investigate immediately if any such instances are raised.

Students' Council

- The university has worked collaboratively with the student council in developing its approach to prevent. The students' council has its policies concerning the establishment of societies and to external speakers.
- All staff and students should be aware that, if they have concerns regarding the wellbeing of a staff member or student, they should raise these with people and organisational email (staff), the relevant staff members such as a personal tutor or the students at risk email (students).

Partnerships

- The university develops and maintains partnerships locally, nationally, and internationally.
- Where these partnerships involve students, e.g., placements and volunteering, we aim to ensure that the organizations are aware of USTF prevent duty. Whilst we accept some partners, e.g., international partners, do not have an obligation to comply with the prevent duty, understanding USTF's position and the importance of their cooperation in performing this duty will be ensured.

Related Policies

- E-learning Policy
- Student Disciplinary Policy
- Student Activities Policy
- Student Publication Policy

- Student Rights and Responsibilities Policy
- Information Technology Policy
- Use of Technology Resources Policy

Document History

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Student Council Policy

Policy Name	Student Council Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Student Councils are freely elected bodies representing the voice of the students and providing leadership in assisting and organizing activities for all university students. There are opportunities for any student to serve as a member of the Council. Both graduate and undergraduate students of all programs who are interested in being considered for membership on the Student Council should apply to the Deanship of Student Affairs (DSA), expressing their desire to run and their visions and programs for students. USTF organizes election of two single-gender student councils, one for male students and the other for female students, every academic year. Each student council consists of 15 full-time student members, who are all chosen through campus-wide election. The Student Council mission is to represent the students and give them the opportunity to communicate their views, suggestions, concerns, and complaints to the Higher Management. Student Council also contribute to provision of resources for the various student organizations and clubs, offering guidance and support to build a generation that is established on the notions of teamwork, dedication, and responsibility.

Policy Purpose

The purpose of USTF's student council policy is to create a positive university atmosphere and promote the general interest and welfare of students by supporting and highlighting student concerns, through recommendations and stating opinions to the university administration and promoting the shared governance and involvement of students in matter affecting the and the quality of services provided to them.

Definitions

Student council: a group of students who are elected by other students to represent them in college government and to help plan activities for the students.

Policy Details

The student council is formed according to the following policy, and in compliance with relevant decree issued by the UAE Ministry of Education.

Purpose of the Council

The main purpose of the council is to act as a link between students, faculty, offices, units, university administrators, and the community at large. Students' councils lead the activities of the student community and share the Deanship of Student Affairs (DSA) in planning and executing extracurricular activities. The councils also act as channels for conveying students'

opinion on concerning matters pertaining to students to the university administration. Student councils encourage students' common interest and hobbies through forming groups and clubs to widen the area of activities and enhance their outputs.

Council Election

1. All the Student Council members are chosen through campus-wide elections by means of a secret ballot on the Moodle Learning Management System (LMS).
2. The candidate running for Student Council (SC) membership shall satisfy the following conditions:
   - Be a regular student of USTF.
   - Be not younger than 18 years of age.
   - Be of good conduct and sound reputation.
   - Must not have been convicted of any felony or misdemeanor involving moral turpitude or dishonesty.
3. The Vice Chancellor for Academic Affairs (VCAA) shall form the Student Councils Election Committee, including from members of the Deanship of Student Affairs (DSA), in addition to a legal consultant from the the College of Law. The Committee shall carry out the following responsibilities:
   - Organizing and supervising the election process.
   - Setting a timeframe for submitting candidatures.
   - Receiving candidatures form interested students.
   - Reviewing candidatures to ensure that all conditions stated in (2) above are satisfied.
   - Considering and adjudicating appeals filed by or against any of the candidates.
   - Publicizing the list of candidates and post it on the university webpage.
   - Establishing rules and procedures for constituting the electorate.
   - Fixing the election date and announcing the method of voting.
4. The Student Councils campaigns and elections are held electronically. The voter needs to visit the e-vote link on the day following the election to select the members of her/his choice. The results shall be announced by the DSA on the day following the election day. After that, two Councils are formed, male and female, of 15 members each.
5. All university male students shall be invited to participate in election of the 15 members on the male student council. And all university female student be invited to participate in election of the 15 members of the female student council.
6. Candidates shall have the right to conduct pre-election campaigns in accordance with such regulations as are promulgated by the Student Councils Election Committee.
7. The rules and procedures of Student Councils election shall be as follows:
   - Voting shall start at 8:00 am on the day of election and end at 6:00 pm of the same day.
   - Voters shall use their usernames and passwords to sign into e-vote where they can cast one vote only.

8. Supplementary elections shall be held on the day following the election day in case of parity of votes between two or more candidates. The supplementary elections shall be held among the last of those tied in the election.
9. In all cases, if the supplementary elections result in another tied vote, the Student Councils Election Committee shall resort to a drawing of a public lots among the tied candidates to fill in the required seats.
10. The Committee shall receive election appeals within 48 hours of the announcement of the results. The Committee shall consider and adjudicate such appeals within a period that shall not exceed 48 hours from the date of receipt of each appeal, and the Committee's decision on this matter shall be final.
11. The first Student Council meeting shall be held within a week at most from the announcement of the election results, headed by the oldest council member at the University, in the presence of representatives from the Student Councils Election Committee. During the first Council meeting, the Council Chair and Vice Chair shall be elected among citizens of the United Arab Emirates (UAE) by the absolute majority of the council members.
12. The Student Councils shall meet periodically at least once a month to discuss the agenda. Minutes of the meetings shall be prepared and signed by all council members, and their recommendations are submitted to the DSA. A representative from the DSA shall participate in the Council meetings but has no right to vote.

Procedures

- All members of the council are elected by the students at the University.
- Members must be full time students.
- The candidates for the council membership represent all USTF's academic programs and from all levels of study.
- The candidates for for the council membership must be free of any form of prejudice, age, gender, nationality, race, or ethnicity.
- The election of the council members will be under the supervision of the Deanship of Student Affairs (DSA), with the help of faculty members, where required.
- The Council members will elect a Council President, a Vice President, and a secretary.
- The Council will be guided and supervised by the DSA.
- The Council will not participate or encourage any activity which is prohibited by law.
- The Council Members will:
  - Liaise between students and the DSA at USTF
  - Act as a link between students and the academic and administration departments
  - Plan and execute activities and mobilize students to get involved.
  - Supervise the activities of clubs and sub-groups formed under its umbrella.

Related Policies

- Student Counseling Policy

- Student Psychological Counseling Policy
- Student Activities Policy
- Student Advising Policy
- Student Integrity Polity
- Student Appeal Policy and Procedures
- Student Grievance Policy and Procedures
- Community engagement Policy

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Student Activities Policy

Policy Name	Student Activities Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

A student activities policy is a set of guidelines and rules that govern the types of extracurricular activities that students can participate in them. The policy is intended to create a positive and safe environment for students to learn, grow, and participate in meaningful activities outside of the classroom and to ensure that all students have equal access to extracurricular opportunities. The activities may also be used to promote the values and mission of the USTF.

Policy Purpose

The purpose of this policy is to ensure efficient and effective functioning of student societies and clubs' events such as cultural, social, theater, fine arts, sports and recreational activities, in line and in support of the Vision, Mission, and Strategic Objectives of the University

Policy Details

The University's policy regulates student activities supervised by the Deanship of student affairs.

- The Deanship of Student Affairs is responsible for and plays a vital role in governing, shaping, and organizing activities that offer scientific, cultural, and entertainment benefits to students.
- The Deanship of Student Affairs, and the Deans of Colleges are responsible for encouraging all students to participate in at least one activity to enable them to build their personality and to develop their extra-curricular talents.
- The Student Activities Section (SAS) of the Deanship of Student Affairs is responsible for organizing several activities that should span a wide range of interests, covering social, cultural, artistic, and sport activities.
- The SAS should also act as the central support for a variety of student societies.

Social and Cultural Activities

Objectives

- widening and promoting the social aspects of the students' personality
- training students for voluntary work.
- contributing to the rapid integration of new students in university atmosphere.
- Organizing Global day.

The SAS is responsible of the following main Social and Cultural events

- Arranging and supervising meetings at which students can get to know each other to break down the psychological barriers between senior and new students.
- Promoting social awareness among students including for a variety of charitable causes, such as visiting institutions, orphanages, hospitals, etc.

- Organizing Heritage Day for all nationalities.
- Organizing activities, during the holy month of Ramadan.
- Cooperating with the UAE institutions and authorities in health-awareness campaigns on subjects such as illegal drugs and smoking.
- Organizing blood donation campaigns in cooperation with the Ministry of Health.
- Taking part in campaigns and events organized by formal authorities such as the National Day, Martyr's Day, Flag Day, Civil Defense, UAE national sports day, Happiness Day, and Traffic Week Festivals.
- Offering regularly training courses on first aid and personality development.

The SAS supervises students in:

- Organizing high quality intellectual and cultural lectures given by reputed experts from within and outside the University.
- organizing cultural, intellectual, literary, and scientific competitions, and awarding prizes and certificates for distinguished projects such as short stories, literary articles, scientific research, and poetry competitions, to promote student creativity.
- organizing readings, seminars, discussion forums and exhibitions of student work.
- writing articles for publication in the University Magazine.
- participating in cultural, intellectual, and scientific competitions organized by educational, literary, and scientific institutions in the UAE.

Art Activities

- The SAS is responsible for promoting the aesthetic and artistic aspects of student life by:
  - organizing exhibitions of student artwork in various areas to motivate talented students.
  - encouraging students to design wall magazines to show their written and artistic work, exhibited in the halls and corridors of the University.

Sport Activities

- The SAS is responsible for encouraging the participation of students in sport activities that are available at the Campus to build their physical wellbeing through exercises.
- The SAS is responsible for managing the usage of USTF sport facilities: fields for football, handball, basketball and volleyball, and the gymnasium.
- The SAS also organizes sport teams so that students can join, sporting events and coaches the various students' teams in many indoor and outdoor national competitions, by:
  - forming University sport teams and arranging regular training sessions.
  - participating with universities and colleges from across the UAE in championships and sporting competitions organized by the Higher Education Sports Federation.
  - promoting health and fitness through body-fitness programs and courses in track and field sports, games, and swimming.
  - ensuring that the University sport facilities and equipment are updated.
  - ensuring that safety standards are upheld.

Student Council

USTF recognizes two single-gender student councils for male and female students. Each student council consists of 15 members chosen through campus-wide elections. The Student Council's mission is to represent students and give them the opportunity to communicate their views and concerns to the University Higher Management. It provides resources to various student, and endeavors to promote the values of teamwork, dedication, and responsibility.

Student Clubs

In collaboration with colleges, the office of Students Affairs is responsible for supporting clubs, which exists in Deanship of student affairs and each college. The goals of these clubs are to:

- encourage student participation in a variety of activities to improve their performance and develop their leadership skills;
- promote the spirit of cooperation among students and encourage them to take on responsibility;
- provide support to new students by advising them and helping them in their new academic life; and
- obtain student input regarding needs and wishes, and forward the information obtained to the Deanship of Student Affairs.

Student Clubs

- USTF encourages students to get involved in their local community through volunteering in organizing national events on-campus and outside the University.

Related Policies

- Student Counseling Policy
- Community engagement Policy
- Student Rights and Responsibilities Policy

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Student Publications Policy

Policy Name	Student Publications Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
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Policy Statement

A student publication policy is a set of guidelines that outline the rules and procedures for publishing content in a student-run publication, such as a university newspaper, magazine, or online platform. The policy may also outline the roles and responsibilities of the staff members who work on the publication, including editors, writers, and designers. The policy may also specify the process for resolving conflicts or disputes that may arise while producing the publication. USTF allow students generate high-quality publications that enhance the university's mission and strategic goals. Student publications including magazine, videos, websites, images, and pamphlets will be subject to the terms and conditions outlined in this policy, as well as accurate revision for correctness and compliance with USTF students' publication standards.

Policy Purpose

Student publications play a vital role in informing students about events and activities on campus, publishing a wide spectrum of science, technology, and cultural topics. "Sawahil" Magazine is an example of students' publication produced by students of Public Relations and Advertising. Student publications allow students to share their experiences and success stories during their university life to create a stimulating and inspiring environment. Sawahil Magazine considers the diversity of topics and experiences. The back issues of magazine are posted on the university website.

Policy Outlines

- The Deanship of Student Affairs (DSA) shall not be responsible for publications that do not bear the name and the logo of the University or issued without the prior revision and approval of the Department of Mass Communication and the DSA.
- All student publications must conform with the values, traditions and cultural heritage and traditions of the UAE society.
- The university shall not provide any student publication with financial support, editorial assistance, printing, or other facilities without Student Affairs approval.
- The publications must be deep, informative and contribute to the mission, core values and objectives of the University as stated in USTF Strategic Plan for the period 2018-2023.
- The publication must not contain female student pictures without a prior approval from the Deanship Student Affairs, based on approvals from those students.

Procedures

- A form must be filled with full information and submitted to the Deanship of Student Affairs for approval.

- No materials carrying USTF Logo are published before obtaining the approval of the Deanship of Student Affairs.
- The publication draft must be approved by the Deanship of Student Affairs before printing or publishing through any conventional or smart media platforms.
- Student publications are intended to provide a forum for students to express their opinions and share their ideas with their peers and the wider community, and the policy prioritizes freedom of expression and the open exchange of ideas.
- The policy may also review publications to ensure that content is accurate, appropriate, and respectful of all members of the university community.

Related Policies

- Ethics Policy
- Community engagement Policy
- Student Rights and Responsibilities Policy

Document History

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Student Rights and Responsibilities Policy

Policy Name	Student Rights and Responsibilities Policy		
Policy Owner	Deanship of Student Affairs	**Reviewed**	Annually
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Policy Statement

This policy regulates the Rights and Responsibilities of students during their period of studies at the University. A student rights and responsibilities policy are a set of guidelines and regulations that outline the expectations and behaviors that are expected of students in a particular educational setting. The policy is intended to create a positive and supportive learning environment for all students, and to ensure that everyone can succeed academically and personally.

Policy Purpose

This policy outlines the rights, responsibilities, and behavioural expectations of USTF students as active members of the university. This policy addresses issues of behaviour and integrity, outlining the relationships between students, the university requirements from students, and students' expectation form the university.

Policy Scope

This policy applies to USTF students, faculty, and staff.

Policy Details

The student rights and responsibilities policy include:

- Students have the right to receive an education without discrimination, harassment, and other forms of misconduct.
- Students have the right to express their opinions and ideas, as long as they do so in a respectful and responsible manner.
- Students are expected to follow all rules and regulations set forth by the University or educational institution, including those related to attendance, academic honesty, and behavior.
- Students are expected to respect the rights of their classmates and teachers, and to treat others with dignity and respect.
- Students are expected to be honest in their academic work and to refrain from cheating, plagiarism, and other forms of academic dishonesty.

Student Rights

- The Deanship of Student Affairs (DSA) is responsible for ensuring that the academic staff and non-academic staff are aware with the student rights and responsibilities, as outlined in USTF policies and procedures such as this one.
- Each academic advisor is responsible for ensuring that his/her advisees are aware of their rights during their study at USTF.
- Each student has the right to receive the course description of his/her courses which includes the learning outcomes of the course, and the assessment methods used to

determine his/her Final Grade in each course.

- Each student has the right to expect that his/her instructors master the subject and are open to discussion of different points of view or ideas related to the content of the course.
- Each student has the right to classes in which the instructor does not propagate his/her points of view on subjects, which are not relevant to the content of the lecture.
- Each student has the right to object to changes of the schedule of his/her courses after the end of the Add/Drop Period.
- Each student has the right to be received by his/her instructors during the office hours, which are published by the instructors.
- Each student has the right to receive, on time, the copy of his/her assignment, quiz, project, Lab report, after having been graded by the instructor.
- Each student has the right to introduce a grade complaint request about his/her Final Grade during five working days after the announcement of the results.
- Each student has the right to request an adequate learning environment atmosphere during his/her lecture.
- Each student has the right to be received, after taking an appointment if required, by his/her department head, college dean, directors/managers of service units, and by the Vice Chancellors.
- When a student believes that one of his/her rights was violated, he/she has the right to seek redress using the published procedures, which are available in the student handbook, bearing in mind that the University aims to resolve conflicts at the lower level.
- Each student has the return to his academic advisor and his college dean in academic matters, and the Deanship of Student Affairs in non-academic issues.

Student Responsibilities

- Each student is responsible for reading the policies and regulations that are published in the student handbook which is, available on the University website www.ustf.ac.ae
- Each student is responsible for making progress to achieve his/her educational goal.
- Each student is responsible for the selection of his courses after consultation with his/her academic advisor.
- Each student is responsible for checking that registered courses were not cancelled during the Add/Drop period by the College.
- Each student is responsible for finding legal financial sources to finance his/her studies.
- Each international student is aware that the University is not responsible for obtaining the residence visa for him/her if it was declined by the competent administration.
- Each student is responsible for his/her compliance with the Code of Conduct, which is published in the student handbook.
- Each student is responsible for the consequences that follows the discovery that he/she used falsified document(s) for his/her admission or during his/her studies at the University.

Related Policies

- Ethics Policy
- Academic Excellence Scholarship Policy
- Student Disciplinary Policy
- Student Attendance Policy
- Preventing Radicalisation, extremism, and terrorism Policy
- Student Activities Policy
- Student Publication Policy
- Community engagement Policy

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Student Counseling Policy

Policy Name	Student Counseling Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Details the provided professional counseling and psychological services; issues of liability; rights and responsibilities; referrals; confidentiality; and record keeping.

Policy Purpose

The University recognizes the importance of a counseling service, and the need for healthy and safe study environment that will contribute to the well-being and productivity of staff and students. The Policy main purpose is to:

- Outline the university's commitment to providing counseling to all students.
- Ensure compliance with all applicable regulations.
- Manage mental and social health of the students appropriately for the protection of the university's reputation and standards for current and future students.

Scope

Applies to all university enrolled undergraduate and graduate students.

Definition

Counseling Service Session: a face-to-face, therapeutic discussion between service recipient(s) and the Counseling Center counselor in a private location for a period of no less than 30 minutes designated to address service recipient learning difficulties or other academic or non-academic problem, and the remedial scheme to be followed for solving the problem.

Overview

- All students at USTF have access to the social and psychological benefits associated with mental health issues provided the University Student Counseling Office.
- Student counseling office (SCO) works with students struggling with a variety of personal issues. Ensuing some of the common concerns:
  - Adjustment to college life
  - Academic challenges
  - Issues of past, recent, or present physical, emotional problems
  - Emotional distress (anxiety, stress, grief, depression)
  - Low self-esteem - feelings of inadequacy
  - Relationship issues (marital, friends, roommates)
  - Past or recent losses or trauma
  - Spiritual challenges

  - Body image, eating, and nutritional concerns.
  - Crisis when life gets overwhelming (including feeling suicidal and all other mental-health emergencies)
  - And many other unique issues specific to each person.
- Any effective system for administering counseling student mental health benefits must accommodate a wide variety of student circumstances. More frequently than not, these accommodations conflict with each other, so a single procedure to be followed by each student is not likely to satisfy all students. Therefore, the system that has evolved is designed to provide options meeting as many needs as could be anticipated at the time this document was prepared.
  - If it becomes clear in the counseling session that there is a real danger to oneself or others, we are required to act.
  - Additional records of sessions are sometimes taken such as the counselor's personal notes and audio tapes. These are destroyed promptly and do not become part of an individual's counseling record.
  - Everyone is entitled to privacy in his/her work with a counselor.
  - All contacts with the counselor are confidential to the SCO professional staff.
  - Written permission is required for counseling services to release information to others outside the counseling services.

Policy for students who fail to attend counseling service cessions

- Counselor will attempt to contact students through secure messaging to schedule another appointment suitable for both counselor and student:
  - Contact will include a reminder of the failure to attend the session.
  - If the counselor does not hear from the student within two weeks of the initial no-show, the counselor will render the file inactivate.
  - If the student does not schedule within 30 days, the student's file will remain inactivated, and the student may have to complete the initial intake process if the service is requested later.
  - Additionally, if a student is chronically late in canceling his or her appointments, the student may become ineligible for services. If a student does not notify the student counseling office with at least 24 hours' notice on two consecutive occasions, the student's next appointment will be at least 30 days from the last cancellation.

Guidelines for Housing/Counseling considerations

- These guidelines will be used when reviewing the housing counseling request.
  - The process of verifying and reviewing a counseling request can take one week or more before a decision is made and the student is informed of the decision.
  - The student is strongly encouraged to sign a release form with his/her medical/mental health professional. This will allow the university housing to verify the submitted information.

- If the student is currently seeing a medical/mental health professional, the student will need to provide documentation from the medical/mental health professional, on the professional's stationary, detailing:
  - Length of time the student has been seen/under treatment by the medical/mental health professional.
  - Treating medical/mental health professional's contact information.
  - Psychological disorder.

- If the student is not currently seeing a medical/mental health Professional, the student will need to do the following:
  - Make an appointment with a medical/mental health professional.
  - Be seen or under treatment for a minimum of four visits (more visits may be necessary if clinically required) with the medical/mental health Professional.
  - Provide documentation from the medical/mental health professional, on professional's stationary detailing:
    - Length of time the student has been seen/under treatment by the medical/mental health professional.
    - Treating Medical/Mental Health Professional's contact information.
    - Psychological disorder.
  - At USTF, student counseling office, the student's issue must be clinically significant and be directly related to the Housing situation. Merely having a psychological disorder does not indicate that the Medical/Mental Health Professional will recommend that a Housing contract be cancelled. Each request will be reviewed by the entire clinical team before a recommendation can be made. Ultimately, the final decision will be made by university housing.

Release of Policy Information

- All communication between a student and a counselor, psychologist, or is confidential and will not, except under the circumstances explained below, be disclosed to anyone outside of the Counseling Services unless written authorization to release information is given.
- A Release of Information Form will need to be signed to have a counseling services professional staff communicate the information to any concerned party.
- A record is kept of a student's work with the UCC. It contains information a student has provided to the counseling services in writing as well as counseling notes from the student's sessions. The record remains in the counseling services for three years following the student's last visit; at that time, it is destroyed.
- Most limits to confidentiality are to ensure safety. If there is evidence of the imminent danger of harm to the student or other(s), the UCC will act.
- Counseling information cannot be released to the following without the client's consent:
  - Parents or guardians, spouse, siblings, or significant other
  - Another doctor, lawyer, or health organization
  - Insurance company.

Procedure:

- A student may review his counseling record in the confines of the counseling services office with a counselor and only by appointment.
- A student wishing to grant release of information to another party must complete the release of information form.

Student Complaints/Grievances

- Student complaints are handled largely through the existing chain of command. If a student has a complaint about an employee, he/she shall write a complaint to employee's line manager.
- The written complaint or grievance should include a description of the incident, date, time, and persons involved in the complaint.
- If the line manager failed to solve the problem, the student shall send written complaint or grievance to the employee's director, with a carbon copy to the chair of the University Grievance Committee.
- The director must respond to the grievance in writing within five (5) working days of the date the grievance was signed and filed.
- If the student is not satisfied with the outcome of the employee's director's response, he/she is directed to the next higher level of administration.
- In each case, careful consideration is given to the emotional stress the student may already be in as well as any complications arising from a possible mental or physical illness.
- If a complaint comes from a non-student, it is handled administratively first by the director, then by the dean of student affairs, and finally, if necessary, the vice chancellors for academic affairs office.
- The director reserves the right to consult with the legal advisor of the University around issues or complaints that may have legal implications.
- Documentation of a student complaint would become part of the confidential record.
- If the student is not satisfied with his or her current counsellor or health care provider:
  - He or she can select another counsellor within the department or accept a referral to another provider outside the University.
  - Any costs incurred by the student seeking these services outside of the University are not covered by the University.
- Any complaints, if found to have merit, will be used in the supervision of the employee involved to improve the person's skills and function. If the complaint is significant, the student may take legal action.

Related Policies

- Student Rights and Responsibilities Policy
- Students of Determination Policy
- Student Records Policy

- Student Information Release Policy
- Student Disciplinary Policy
- Student Psychological Counseling Policy

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Student Psychological Counseling Policy

Policy Name	Student Psychological Counseling Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
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Policy Statement

At USTF, the students' health is a priority whether that is physical or psychological, to ensure the students well-being is not compromised. The University provides many services including psychological counseling where all students have access to a professional counselor that provides counseling or therapy to support students through the variety of issues students might be experiencing such as anxiety, depression, and stressful academic decisions. USTF provides students with consultation on situations where input from mental health professionals might be helpful. The University also offer faculty and staff consultation focused on clarifying personal, family, and work- related concerns and identifying treatment and other resources in the community.

Policy Purpose

To offer individual student counseling services where counselors provide therapy and advice regarding different issues including but not limited to anxiety, depression, stress, relationship conflicts, safeguarding, loss and grief, marital problems, smoking, and life decisions. Additional purpose of this Policy is to give USTF faculty, teaching assistants, and staff the required training and guidance for providing the best possible services to students.

Definitions

Student psychological counseling: individual student counseling services where Counselors spend time with students to provide advice and therapy regarding different issues the student may be facing.

Assessment: When students request counseling, a counselor first meets with them to complete an initial assessment. Counselors and students may use this time to better understand the issues presented, judge the usefulness of counseling, assess for symptoms and impairments, formulate a tentative diagnosis, and outline initial goals or strategies. Counselors may also recommend other agencies or practitioners that may work well with the student.

Individual Counseling: Individual counseling is available to undergraduate and graduate students who are having difficulties in their personal lives. Counseling is usually provided on a short-term basis, although the needs of each student will vary. Counseling sessions are usually 45-50 minutes in length and may be scheduled weekly or as needed.

Group Counseling: Counselors may offer counseling groups as time and other resources permit. Groups usually consist of students who have a common focus or similar needs. Counselors may interview potential group members to be sure the student is appropriate for the group.

Outreach: Counselors may provide workshops and presentations to students, staff, and faculty on counseling services, mental health, and related issues.

Policy Details

Students in need of professional counseling can approach their academic advisors, who will then refer them to the available counselor (092023428 or 092023451). The counselor may direct these students to an external health provider or provide them with a list of external organizations specializing in health and wellbeing where appropriate. In emergency cases, the student will be referred to the hospital by the counselor for specialized management.

In some instances, students may be referred or mandated to receive counseling services. These instances include low academic performance (as measured by GPA), smoking on campus (smoking on campus is prohibited in all closed areas), and behavioural conduct issues. As the counselor is required to contact the referral source for information regarding the student's attendance and participation, treatment plan, and progress reports, confidentially in these cases may be limited but students are informed of this in such cases.

In cases where a student is in acute emotional distress and requires immediate medical attention, counselors are contacted to handle emergencies such as suicide attempts, suicide threats, physical assault, violence, and other types of crises. Students in crisis can call the emergency line at USTF (092023735).

Procedures

Students that require psychological counseling will contact their academic advisor who will refer the student to a counselor at USTF. Students with behavioural conduct or academic issues will also be referred to psychological counseling if deemed necessary by the advisor.

The student will then meet with the counselor to discuss their concerns. There may be follow up meetings depending on the student needs. If the counselor sees fit, the student may be referred to an external specialist organization to further help the student.

Confidentiality

USTF's key product can be confidentiality. In their natural support system, most students have access to sympathetic listeners and even sound guidance. Counseling services is where students go to talk about their problems in a safe and confidential atmosphere. Protecting the privacy of USTF's setting and services must be a major concern for the University. This implies that counselor and other members of the professional team do not discuss cases in the hallways or leave charts unattended. Counselors are only allowed to reveal information with the student's consent and only to the extent necessary. Counselors make progress notes in a courteous tone, with the assumption that the notes will be viewed by the student and may be used in legal actions. Counselors set limits on inappropriate requests by administrators and parents for information. Counselors routinely advise students of the legal limits to confidentiality.

Every student is entitled to privacy in his/her sessions with a counselor. All contacts with a counselor are confidential to the counseling services professional staff. Written permission is required for counseling services to release information to others outside the office. A court

order may require an exception to the lawful protection of individual legal rights to privileged communication with a counselor or psychiatrist. If it becomes clear in the counseling session that there is a real danger to one or to others, counseling services is required to act. A record is kept of an individual's sessions with counseling services. It contains information individuals have provided in writing as well as counseling notes of individual sessions. The record remains in counseling services for a period of seven years following an individual's last visit. After this time, the entire file is destroyed. Counseling services files never become a part of the permanent USTF educational record. If a student has questions about confidentiality and privacy, they are encouraged to talk with a counselor or professional staff member of counseling services.

Case Notes

Case notes must include the student's name, ID number, date, type, start and end time and the time spent in the session. Case notes should include a brief mental status examination and student's presentation. Generally, case notes should include a description of student progress or lack of progress since the last session in relation to treatment goals and objectives, and any changes in a student's cognitive, affective, or behavioural functioning. Case notes should include a summary on the purpose of the session, what occurred in the session, and what is planned for the next session. The signature and credentials of the clinician making the entry should follow each case note entry as well as the date the case note was signed. All activities concerning a student should be documented by a case note.

Group Counseling

The problem-focused groups usually run from 4 to 6 sessions of 1.5 hours, have 6 to 15 members, and focus on a particular shared area of difficulty in a task-oriented manner. A mixture of structured exercises and group process are used. These groups are generally closed ones and do not add members once the group has started. Examples of problem-focused groups would be assertiveness, self-esteem, bereavement, and loss, overcoming shyness. Students may be self-referred for groups or referred by a counseling services counselor. Counselors need to make referrals to groups in a positive manner, emphasizing the unique benefits and potential for learning in group therapy, and avoiding any suggestion that group therapy is a second-class modality.

Release of Information

- All communication between a student and a counselor, psychologist is confidential and will not, except under the circumstances explained below, be disclosed to anyone outside of counseling services unless written authorization to release information is given. A Release of Information Form will need to be signed to have a counseling services professional staff communicate information to anyone. A record is kept of a student's session with counseling services. It contains information a student has provided to counseling services in writing as well as counseling notes from student sessions. The record remains in counseling services for a period of seven years following the student's last visit; at that

time, it is destroyed. A student's record never leaves counseling services and never becomes part of the student's educational record.

- Most limits to confidentiality are to ensure safety. If there is evidence of imminent danger of harm to the student or other(s), the counseling services must act.
- Counseling information cannot be released to the following without the student's written consent:
  - Parents or guardians, spouse, siblings, or significant other
  - Doctor, lawyer, or health organization.
- A student may review his/her counseling record in the confines of the office of counseling services, at the Deanship of Student Affairs, with a counselor, and only by appointment.
- A student wishing to grant records access to another party must complete the Release of Information Form.
- There is no charge if records are released directly to another physician or health care facility, or another entity of USTF.
- A summary of a student's counseling record may be prepared by a student's counseling services counselor. A summary is a written document created by a counselor based on the contents of the chart describing the counseling episode.
- Records may be faxed or mailed. A cover sheet or letter must be affixed to accompany all documents.

Related Policies

- Student Council Policy
- Student Counseling Policy
- Student Activities Policy
- Student Advising Policy
- Student Integrity Polity
- Student Appeal Policy and Procedures
- Student Grievance Policy and Procedures
- Community engagement Policy

Document History

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Academic Advising Policy

Policy Name	Academic Advising Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

As part of its dedication to academic success, USTF is committed to providing high quality academic advising to help students in the development and pursuit of academic objectives consistent with their life goal. Academic advising is an ongoing process that connects students to the university. We believe it is important to empower each student with knowledge, resources and skills that will leads to academic success and lifelong desire to learn inside and outside the classroom.

Policy Purpose

USTF provides current and prospective students, academic advising that is accurate, consistent, and timely so that students can develop meaningful educational plans compatible with career and life goals. The purpose of this policy is to:

- define goals and nature of USTF academic advising program;
- specify the responsibilities of advisors and advisees; and what students can expect from the advising program; and
- describe the structure of the University's advising program.

USTF Advising Policy

- students shall be informed of the advising policy and advising process during the initial orientation and be directed to an appropriate advisor;
- regular students shall be assigned an advisor;
- students on probation must be given regular advising each semester;
- students expected to graduate must be advised at least twice every semester of their final year;
- student counseling and career counseling shall be made available to all registered students;
- advising by faculty for all incoming and continuing students shall be made available at least once each semester;
- assessment of department advising shall be done every semester as a part of the regular program review process;
- academic departments advising shall be assessed and reviewed every year;
- funding and resources shall be made available to all units to ensure effective and efficient advising at all levels;
- training shall be provided for all advisors; and
- accurate information shall be posted and maintained on the university’s website.

The Goals of Academic Advising

- assist students in making their own decisions in choosing an appropriate course of study suitable to their interests, abilities and meet their academic and life objectives;
- answer questions raised by students and to make them aware of the possible short- and long- range consequences of their choices;
- ensure that all students are aware of resources, services and educational opportunities at the University that may be pertinent to the student's educational objectives;
- be an information source regarding university policies and procedures;
- facilitate resolution of academic problem, conflict, and concern, as appropriate;
- refer students as necessary to other resources;
- encourage students to be creative in their academic choices;
- be an on-going source of dialogue and advice about life and academic goals for students; and
- collect and disseminate information on student needs, wants perceptions, and trends to enhance USTF institutional effectiveness and adaptability.

Implementation of Advising Policy

University Responsibilities

- make resources available for initial and on-going training of advisors and peer advisors;
- gather and disseminate appropriate academic advising materials to assist colleges;
- act as a reference service and respond to questions from colleges and departments, as well as from faculty and students;
- be familiar with campus-wide advising problems and formulate and make suggestions for the improvement of the advising program;
- provide academic advising orientation for newly appointed faculty; and
- make every reasonable effort to provide students, faculty, and appropriate staff with accurate information in the student handbook, university catalogs, class timetable, website, and other publications.

Colleges and Departments Responsibilities

- Academic advising is a primary responsibility of the faculty members in each college. Academic advising should be integrally related to the rest of the educational process.
- It is the responsibility of departments, colleges, and student Services to:
  - Ensure that advising is available for students when they need or wish it rather than merely when the College requires it. This means that advising opportunities shall be available to students throughout the academic year at regular, reasonable intervals.
  - Make all relevant (using any format deemed appropriate) information available to students. The following list is indicative of the types of information that might be made available:
    - University rules, regulations, and procedures;
    - Support resources available on campus;
    - A copy of students' advising responsibilities;

    - Necessary forms and academic calendar;
    - Study plan;
    - Internship opportunities;
    - Projected course offerings by the department;
    - A standardized template for students' individual study plans; and
    - University catalogs.
- Provide training for advisors and peer advisors. They shall receive training in the following areas:
  - Learning principles applicable to advising including:
    - university rules, regulations, and procedures;
    - support resources available on campus;
    - a copy of students' advising responsibilities;
    - necessary forms and academic calendar;
    - graduate programs at USTF;
    - training opportunity;
    - major /program requirements; and
    - projected course offerings by the department;
- Appropriate personal and occupational choices for their advisees
  - Advisors must know the current state of the world outside USTF if they are to give meaningful advice to students;
  - Advisors must be trained to relate students' abilities to requirements of choices.
- Technical requirements for the university requirements general education and major courses.
- Teaching advisees to:
  - Take responsibility for their academic success over their career at USTF;
  - Make realistic self-appraisals of their progress in such areas as:
    - intellectual development;
    - working alone;
    - learning to produce;
    - learning to consume;
    - appreciating the differences among human beings while still making value judgments;
    - overcoming (rather than masking) personal, physical, and educational problems and deficiencies.
- Resources available on campus.
- Consider the entire context of their advisee's learning experience.

Advisor Responsibilities

- Maintain the primary advising file for each advisee. At a minimum, these files shall contain:
  - A written record of advising and referral documenting each formal advising session;
  - A copy of the advisee study plan.

  - Copies of advisee transcripts.
  - Copies of advisee current semester timetable.
  - Semester by semester graduation study plan for each advisee.
- Listen to advisee concerns and respect their individual values and choices.
- Understand and effectively communicate all university and college academic policies and procedures.
- Refer advisee to appropriate resources for both academic and non-academic concerns.
- Cooperatively evaluate and assess your academic performance and areas of strength while assisting in selecting courses.
- Encourage advisee participation in co-curriculum activities.
- Ensure that advisees are aware of opportunities and benefits available at USTF.
- Maintain confidentiality.
- A graduation progress check sheet for each advisee.

Student Responsibilities

The advising process depends on the thoughtful participation of the students. Students must assume the following responsibilities:

- Become familiar with their advisors and advisor offices by initiating contact and seeking assistance on regular basis through email, phone, and individual appointment.
- Become familiar with academic policies, dates, and deadlines.
- Come prepared and on time to meeting with your advisor.
- Ask for clarification if the advisor fails to explain an issue or concern in a way that sense to you.
- Read all email communication from your advisor and other USTF departments.
- Inform your advisor of problems and concerns which may impact your academic performance as soon as possible.
- Familiarize themselves with requirements for the major/ program, as well as graduation and other requirements, contained in the appropriate University Catalog and other University publications;
- Maintain their own personal academic advising folders and take them to every advising appointment. For undergraduate students, it is recommended that this folder include:
  - Unofficial copies of prior college or university transcripts;
  - Transcript;
  - Current semester timetable; and,
  - A study plan.
  - Notes from formal advising sessions.
- Obtain academic advice whenever it is needed from your advisor.
- Develop an individual study plan. The individual study plan must be approved by the student's appropriate advisor.
- Accept ultimate responsibility for their selection of classes, which incorporates their decisions as well as the academic advice that has been given.
- Evaluate (if they so choose) academic advising programs and individual academic advisors

by filling survey forms, speaking or writing to the head of departments, or the dean.

- If you are on academic warning or probation, you are required to meet with your advisor on a regular basis.

Peer Mentoring of Students on probation

Students with CGPA below 2.0 are considered on probation. The advisor shall advise the student to repeat courses with low performance with grades (i.e. "F", "D", and "D+") in order to improve the CGPA. Each advisor will provide mentoring for a group of students on probation within his/her department. Mentoring includes peer mentoring, monitoring and progress reporting. The plan for helping students on probation includes:

- At the beginning of each semester, a list of students on probation is requested by the Deans of Colleges from the Office of Admissions and Registration. The Deans will advise department Chairs to draw corrective actions.
- This plan is executed at the departmental level and would include:
  - Hold regular individual meetings with students on probation.
  - Advice students on probation to repeat courses with grades less than "C" prior to registering in any further courses.
  - Request students on probation to visit instructors frequently during office hours.
  - Provide students on probation with peer mentoring from senior students.
  - Request students on probation to meet their peer mentor on regular basis.
- The head of Department will request a feedback report on the performance record of each student on probation from course instructor(s). The progress is monitored through special forms maintained in the department. The department council will discuss the progress of students on probation in each of its regular meeting. Progress report will be sent to the dean.

Related Policies

- Student Counseling Policy
- Student Activities Policy
- Student Integrity Polity
- Student Appeal Policy and Procedures
- Student Grievance Policy and Procedures
- Student Psychological Counseling Policy
- Community engagement Policy

Document History

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Student Academic Integrity Policy

Policy Name	Student Academic Integrity Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Policy Statement

This document sets out the university policy, which regulates the sanctions taken against students for academic dishonesty. The disciplinary committee is the authorized body to recommend actions against offenders of the Academic Integrity. Academic dishonesty is strictly prohibited at USTF. Academic consequences, such as failing or significantly lowered grades, and/or disciplinary sanctions, such as suspension or expulsion, are possible procedures for academic dishonesty. When students cheat or break the academic integrity rules, they are committing an act can cause harm to themselves, to their classmates, instructors, and guardians who are paying for their education. Academic dishonesty gives some students an unfair edge over others, undermining the justice and fairness of education. Cheating students jeopardize both their own future chances and the accreditation of their education. Integrity as described in this statement is more than just instantaneous penalty for plagiarism or academic misconduct. It is a constant practice which solicits everyone to consider and consistently practice honesty, trust, ethical behavior, and professionalism.

Policy Purpose

The purpose of this policy is to set out the university's commitment to academic integrity, with reference to:

- reflecting that academic integrity is a shared responsibility across the University;
- outlining the roles and responsibilities of the University, faculties, staff, and students in promoting academic integrity; and
- responding to academic misconduct in a fair, consistent, transparent, and timely manner.

Policy Details

Examples of Academic Dishonesty

7. Plagiarism

Plagiarism is defined as presenting someone else's work or ideas as your own, with or without their consent, by incorporating it into your work without full acknowledgement. All published and unpublished material, whether in manuscript, printed or electronic form, is covered under this definition.

Examples

- A student who is using another person's actual words or images without properly referencing them using quotation marks.
- A student who is using someone else's concepts or theories without giving credit to the original author.
- A student failing to thank others who have helped him with his assignments.

- Internet plagiarism, such as submitting term papers in whole or in part that have been downloaded or duplicating content from the internet without citing the source, or copying and pasting without acknowledgement.

USTF's Procedures in Plagiarism Violations

- The rich learning resources that are available at USTF are expected to be used for reading to help students understand and find out the work of others in the topic of their essays or projects only.
- Students are requested to submit their own work to be used for evaluating the level of achievement of a specific learning outcome.
- Each faculty should explain to his/her students that he/she is interested in evaluating their own work and not the work of others.
- It is not forbidden to reproduce an idea or sentences from a book or an article if the student uses quotation marks and give its source.
- There is no usage in reproducing sentences if the student does not refer to them in his/her sentences.
- Every submitted project is expected to contain a reference section in which the student lists all the materials that he/she consulted or used in the project.
- Plagiarism is strictly forbidden at USTF, which has acquired specialized software that detects plagiarism.

Plagiarism Penalties

- If the student has no previous record of plagiarism in any course, a zero grade is given to the submitted work.
- A student committing a second plagiarism offense in any course, not necessary the same course, will be awarded a failing grade on that course and shall pay the full course fees. The plagiarism offence shall be noted in the student's academic record and marked with "XF".
- A student committing a third plagiarism offense in any course, not necessary the same courses, will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses. The plagiarism offence shall be noted in the student's academic record and be marked with the "XF" for all the courses taken in that semester.
- A student committing a fourth plagiarism offense in any course, not necessary the same courses, will be suspended from the University for two semesters, and will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses. The plagiarism offence shall be noted in the student's academic record and be marked with the "XF" for all the courses taken in that semester.
- A student committing a fifth plagiarism offense in any course will be expelled from the University and will be awarded a failing grade on all courses of the semester in which the student commits the violation and shall pay the fees for all courses. The plagiarism

offence shall be noted in the student's academic record and be marked with the "XF" for all the courses taken in that semester.

8. Cheating

Cheating is the unauthorized use of or attempt to utilize during an academic exercise of any material, information, notes, study aids, devices, or communication. For example:

Examples

- A student who is taking an exam or finishing a task for someone else or requesting or enabling someone else to take an exam or finish a task for the student, including online exams.
- A student who is copying from another student work submitted for credit or a grade.
- A student who is allowing other students to copy his/her work submitted for credit or a grade.
- A student who is allowing someone else to conduct the research and write his/her assignments.
- A student who is working with other students on assignments or examinations without authorization.
- A student making up or fabricating data in whole or in part.

USTF's Procedures in Cheating Violations

- Any student who is caught in possession of written information relevant to the course, messages by mobile phone, or transmitting written or verbal information to his/her classmates shall be considered a cheater. This also includes the following:
  - Using a book, magazine, research, computer, or internet file.
  - Using scraps, slips, or copies.
  - Using signs to convey information.
  - Sending or receiving information through mobile phone.
  - Writing on wall, ground, chair, clothes, or body.
  - Using every other means of information not allowed by the university regulations.

- Any student who is caught in possession of written information, messages sent by mobile phones, or transmitting written or verbal information to his/her classmates shall be considered trying to cheat. This also includes what follows:
  - Looking at the answer sheet of another student.
  - Talking with classmates in the examination hall.
  - Possessing a mobile phone.
  - Possessing papers or any other means that comprises information relevant to the subject of exam, but not shown up.

USTF's Procedures for Regulating Irregular Behaviors during Sit-in Exams

- All cases of cheating or trying to cheat, disturbing the peace and calm of the examination hall,

disrespecting one of the invigilators, impersonating an examinee or engaging someone else to take the exam by-proxy shall be reported to the College Examination Committee by all the invigilators.

- The invigilator shall notify the student who is caught cheating or trying to cheat to see the chair of the College Examination Committee by means of a form designed by the Examination Coordination Committee and by which he/she will be informed of the place and time of his/her appearance before the Examination Coordination Committee.
- The College Examination Committee shall refer the report to the Examination Coordination Committee in turn submits it to the University Disciplinary Committee.
- The University Disciplinary Committee shall conduct the investigation with the cheater (or trying to cheat) and report all available witnesses within no more than 48 hours, then a report shall be submitted. In case the student does not attend in the assigned time, he/she will be subject to an investigation that will be conducted in absentia.
- The University Disciplinary Committee shall be entitled to take the decision to keep the report in case the infraction is not supported by any evidence; the decision is deemed definite, and the student may be allowed to re-sit the examinations.
- The Chair of the Examination Coordination Committee shall refer the report to the University Disciplinary Committee to take the appropriate decision regarding the infraction the examinee is accused of.
- Once asked by the invigilator, the examinee who is caught cheating or trying to cheat shall quit the examination hall.

Disciplinary Penalties

- The disciplinary actions in shall apply to students who are cheating or trying to cheat.

9. Falsification of official records

Falsification of documents is the act of changing the information on an official document intentionally to mislead someone else.

Examples

- A student who is copying authorized signatures.
- A student who is providing false information on a transcript of records.
- A student who is giving false information on official documents.
- A student who is giving false information on a college ID card, grade report, letter of permission, drop/add form, etc.
- A student who is fabricating medical records that are relevant to campus access, or the use of falsifying excuse for absences, missing tests, and assignments.

Reporting the policy violations:

When a faculty member reports an incidence of academic dishonesty, he shall inform the college dean. The college dean shall turn the student to the disciplinary committee.

The disciplinary committee is the authorized body to recommend actions against offenders of the Academic Integrity.

USTF disciplinary committee shall handle the case and inform the college dean and the student with its decision.
Convicted students has the right to appeal the disciplinary committee's decision, in case he feels that the decision is unfair, according to the terms and conditions of the Student Appeal Policy and Procedures in this Manual.

Procedures for Implementing the Academic Integrity Policy:

- The Academic integrity policy shall be posted on the website and included in the student handbooks.
- The academic integrity policy link will be also included in courses' syllabi.
- Academic integrity policy orientation sessions for all new faculty (including part-time) and students to discuss the policy implementing procedures and the consequences of not obeying and adhering to the academic integrity policy.
- USTF is subscribed to an electronic service that detects plagiarism using the Turnitin Software Package.
- Each semester, USTF organizes seminars to faculty and student on the use of Turnitin for detection of Plagiarism.
- Guidelines for Use of Turnitin at USTF

Related Policies

- Ethics Policy
- Student Activities Policy
- Student Appeal Policy and Procedures
- Student Grievance Policy and Procedures
- Student Psychological Counseling Policy
- Advanced Standing Policy and Procedures
- Community engagement Policy

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Student Appeal Policy and Procedures

Policy Name	Student Appeal Policy and Procedures		
Policy Owner	Deanship of Student Affairs	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Policy Statement

On occasions, a student may disagree with the academic decision of a faculty member. The University provides an appeal process for the student to request reconsideration of an academic decision. Academic Appeal is a petition to change a decision basis for a student appeal matter. The decision may be either that the academic judgment was unfair in the view of the student or that the department academic decision is applied incorrectly in the view of the student.

Policy Purpose

The purpose of the student appeal policy and procedures is to provide equitable and orderly processes by which to request reconsideration of an academic decision.

Detailed Policy Statement

The dean of student affairs forwards the student appeal to the Chairman of the student appeal committee (SAC) who will arrange a meeting to hear both parties and witnesses, as appropriate. The committee will then deliberate upon its findings and make a recommendation to the university chancellor who will take the final decision, to be communicated to both parties.

a. Formation of the Student Appeal Committee:

- At the beginning of each academic year the university chancellor shall appoint five faculty members to form the student appeal committee.

b. Committee Action

Upon receipt of a written statement of an academic appeal SAC:

- Determines prior to considering the grievance whether discussion between the students, persons directly involved, head of department, and college dean have been exhausted in attempting to resolve the appeal.
- Notifies the parties named in the statement of receipt of an appeal naming them and sends a copy of the statement to the named parties and to all committee members.
- Meets within two weeks at receiving the written statement to review the written statement and renders a decision as to whether sufficient ground is present to warrant a hearing.
- Notifies the Appellant and the named parties of its decision in writing.
- If a hearing will be held, the SAC notifies in writing all parties involved, including witnesses, of the date, time, and place of the hearing at least one week prior to the date set.
- Informs the parties that the burden of proof rests with the appellant.

- Requests in writing from all parties involved any pertained material deemed necessary for review by the committee prior to the hearing. These materials, plus any additional materials either party chooses to submit must be submitted to the committee no later than four days prior to the hearing. Any person named in the appeal may submit a written statement to the committee outlining issues from their perspective.
- All communication among the committee, the appellant(s) and person(s) named in the statement of grievance will be confidential.

c. Hearing Process

All hearings conducted by the student appeal committee shall be conducted confidentially in the following manner:

- The appellant(s) and respondent must be present during the information gathering portion of the hearing. Witnesses will be available and called when needed. The committee reserves the right to allow the presence of a secretary.
- All statements during the information exchange phase of the hearing will be written.
- Any committee member may question any of the participants at the hearing, at any time during the proceedings.
- The appellant will present his/her statements and/or witnesses to the committee.
- The respondent will have the opportunity to question the appellant(s) and witnesses about their statements.
- After all information is exchanged, all persons, other than the committee members and secretary will leave the committee room. The appellant(s), respondent(s) and witnesses will continue to be available to the committee should further information be needed.

d. Decision

- The University chancellor shall approve or reject the committee recommendation(s) within two weeks after it is received, unless the chancellor feels that more information is necessary. In this event, the case will be referred to the committee for further findings prior to the decision. If the decision of the chancellor is not following the committee's recommendation(s), he shall state the reason for that decision, in writing, to the committee. The Chancellor shall then take appropriate action to implement his decision. The appellant(s) and respondent(s) will be informed in writing of the Chancellor's decision.

e. Appeal

- The appellant(s) or respondent(s) may petition an appeal within two weeks of the chancellor's decision.
- The chancellor or the student grievance committee will determine the appeal viability based upon evidence not available at the original hearing.
- If an appeal is deemed viable, the chancellor will ask for a rehearing.
- The chancellor may deny the request of appeal and affirm the earlier decision.
- A rehearing will be conducted on appeal. The rendered decision by the chancellor will be final.

Related Policies

- Student Grievance Policy and Procedures
- Grade Appeal Policy
- Advanced Standing Policy and Procedures
- Student Records Policy

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Student Grievance Policy and Procedures

Policy Name	Student Grievance Policy and Procedures		
Policy Owner	Deanship of Student Affairs	**Reviewed**	Annually
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Policy Statement

The student appeal policy guides the student through steps of filing an appeal for reconsidering or changing an academic grade or decision. On occasions, a student may disagree with the academic decision of a faculty member. The University provides an appeal process for the student to request reconsideration of an academic decision. Academic Appeal is petitioned to change a decision basis for a student appeal matter. The decision may be either that the academic judgment was unfair in the view of the student or that the department academic decision is applied incorrectly in the view of the student. The dean of Student Affairs forwards the student grievance to the chairman of the student grievance committee who will arrange a meeting to hear both parties and witnesses, as appropriate. The committee will then deliberate upon its findings and make a recommendation to the university chancellor who will take the final decision, to be communicated to both parties.

Policy Purpose

The purpose of the Student Grievance Policy is to provide equitable and orderly processes to resolve grievances by students.

a. Preliminary Steps:

To initiate or pursue a grievance, the following steps must be observed no later than three weeks following the occurrence of the faculty member decision.

Step 1. The student should first discuss the matter with the person or persons directly involved, to resolve the issue through informal discussion.

Step 2. If there is no resolution in step 1, the student should discuss the matter with the head of department to whom those directly involved report (or if the head of the department is directly involved, with the college dean. If the college dean is directly involved, with a senior management staff who shall attempt to mediate an informal resolution).

Step 3. If reconciliation has still not been achieved, the student shall submit a written statement of his grievance to the appeal committee through the dean of student affairs. The statement shall contain:

- a brief narrative of the condition giving rise to the issue;
- a designation of the parties involved; and
- a statement of the remedy requested.
- Formation of the student appeal committee:

At the beginning of each academic year the university chancellor shall appoint five faculty members to form the student appeal committee. The chancellor also appoints the head of the committee.

Committee Action

Upon receipt of a written statement of an academic grievance request, the head of the student appeal committee (SAC):

- Determines prior to considering the case whether discussion between the persons directly involved, Head of department, and college dean have been exhausted in attempting to resolve the issue.
- Notifies the parties named in the statement of receipt of a complaint naming them and sends a copy of the statement to the named parties and to all committee members.
- Meets within two weeks after receiving the written statement to review the written statement and renders a decision as to whether enough ground is present to warrant a hearing.
- Notifies the grievant and the named parties of its decision in writing. If a hearing will be held, the SAC notifies in writing all parties involved, including witnesses, of the date, time and place of the hearing at least one week prior to the date set.
- Informs the parties that the providing of proof rests with the grievant.
- Requests in writing from all parties involved any pertained material deemed necessary for review by the committee prior to the hearing. These materials, and any additional materials either party chooses to submit must be made available to the committee no later than four days prior to the hearing. Any person named in the grievance may submit a written statement to the committee outlining issues from their perspective.
- All communication among the committee, the grievant(s) and person(s) named in the statement of the complaint will be confidential.

Hearing Process

- All hearing conducted by the student appeal committee shall be conducted confidentially in the following manner:
- The grievant(s) and respondent must be present during the information gathering portion of the hearing. Witnesses will be available and called when needed. The committee reserves the right to allow the presence of a secretary.
- All statements during the information exchange phase of the hearing will be written.
- Any committee member may question any of the participants at the hearing, at any time during the proceedings.
- The grievant will present his/her statements and/or witnesses to the committee.
- The respondent will have the opportunity to question the grievant(s) and witnesses about their statements.
- After all information is exchanged, all persons, other than the committee members and the secretary will leave the committee room. The grievant(s), respondent(s) and witnesses will continue to be available to the committee should further information be needed.

Decision

The dean/ chair of SAC shall approve or reject the committee recommendation(s) within two weeks after it is received, unless the dean/ chair of SAC feels that more information is necessary, in this event the case will be referred to the committee for further findings prior

to decision. If the decision ofthe dean/ chair of SAC is not in accordance with the committee's recommendation(s), he shall state the reason for that decision, in writing, to the committee. The dean/ chair of SAC shall then take appropriate action to implement his decision. The grievant(s) and respondent(s) will be informed in writing of the dean/ chair of SAC's decision.

Appeal

- The grievant(s) or respondent(s) may petition a grievance within two weeks of the Dean/ chair of SAC's decision.
- The dean/ chair of SAC or the Student Appeal Committee will determine the Appeal viability based upon evidence not available at the original hearing.
- If an Appeal is deemed viable, the dean/ chair of SAC will ask for rehearing.
- The dean/ chair of SAC may deny the request of an appeal and affirm the earlier decision.
- A rehearing will be conducted on the appeal. A decision rendered by the dean/ chair of SAC will be final.

Related Policies

- Student Appeal Policy and Procedures
- Grade Appeal Policy
- Advanced Standing Policy and Procedures
- Student Records Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Alumni Relations Policy

Policy Name	Alumni Relations Policy		
Policy Owner	Office of Alumni, Career Counseling, and Events	**Reviewed**	Annually
Approved By	Vice Chancellor for Academic Affairs	**Approval Date**	

Policy Statement

USTF's degree holders are automatically considered alumni. Non-degree holders who were admitted to any college at USTF and then left the university in good standing after completing at least one semester may be considered alumni. It is recommended that these individuals contact the university to verify their alumni status.

Policy Purpose

The Alumni Relations Policy helps to provide all university colleges, offices, and units with consistent language and operating principles as they relate to USTF alumni. It also provides structure for how university-recognized alumni and donor groups may be developed. This will help ensure efforts to engage alumni are efficient, are aligned with overall advancement and university goals, and provide a uniformly positive experience for alumni.

Definition

This policy defines alumni status and outlines requirements associated with University of Science and Technology of Fujairah (USTF) alumni members, alumni awards and honors, alumni communications and surveys, alumni volunteer networks, donor recognition societies, and reunions.

Alumni Association Membership

- All university alumni are automatically members of USTF alumni. Alumni do not need to opt in or pay a membership fee to be part of USTF Alumni.
- USTF's alumni honorary membership will also be extended to graduate of Ajman University (AU), who has studied for at least one semester at USTF.
- Alumni benefits, including but not limited to alumni email accounts, are exclusive to USTF alumni.

Alumni Awards and Honors

- USTF Office of Alumni, Career Counseling and Events (OACCE) manages and administers an alumni awards program that recognizes university alumni for their achievements and contributions to society, as well as their service to the University. Should other university colleges, office, and units develop award programs to recognize their respective alumni, any such program will be coordinated with the alumni and the OCCE to ensure consistency and avoid confusion among programs.
- The notification of award honorees should also be coordinated with the OACCE supervisor.

Alumni Communications and Surveys

- To ensure communications standards and best practices are adhered to, all official communications to USTF alumni, collaborators, and prospects (i.e., beyond a college's, office's, or unit's own constituency) will be coordinated with and approved by the OACCE. These communications include, but are not limited to event notices, surveys, emails, and announcements.
- Colleges, offices, and units may communicate to constituents who are affiliated with their respective units without approval by the OACCE, provided they request updated contact and exclusion data.
- In addition, it is strongly encouraged that colleges, offices, and units coordinate the scheduling of their communications with the OACCE to help prevent constituents from receiving multiple university communications at one time and to avoid survey fatigue and information overload.

Alumni Volunteer Networks

- The purpose of alumni volunteer networks, organized regionally or by special interests, is to support and further the mission of the OACCE and the University. When alumni volunteer networks are officially recognized, they benefit by having access to the OACCE's expertise and support in communications, marketing, events management, and resources efforts.
- For an alumni organization to have the designation of an official university network, restructuring of the training and continuing education center (OACCE) has already been made. To be considered an active network, the alumni group must meet the following minimum standards:
  - Coordinate efforts with the Alumni and OACCE or other university representative(s).
  - Maintain active volunteer leadership.
  - Adhere to standards and operating principles set forth by the OACCE and the University.
- Individuals or groups that are not officially recognized by USTF's OACCE will not be permitted to use the university name, logos, service marks, or brand.

Reunion Programming

- The purpose of reunion celebrations, organized by class year or shared affiliation, is to reconnect alumni with their classmates and the University.
- The OACCE must host an undergraduate reunion gathering each year. Should other university colleges, offices, and units develop reunion programming, any such program will be coordinated with the OACCE to ensure consistency and avoid confusion among programs.

Related Policies

- College Advisory Boards Policy
- Community Engagement Strategy
- Community Engagement Policy
- Student Career Advancement Program Policy
- Career and Placement Service Policy
- Employment Policy
- Commercialization of Research Output
- Graduate Assistants Policy

Document History

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7 | Health, Safety and Environment Policies

Smoking Policy

Policy Name	Smoking Policy		
Policy Owner	Environmental Health and Safety Committee	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

A smoking policy has been put in place to prevent the use of tobacco products in the university building. Evidence has shown that the use of tobacco products and the exposure to passive smoking are significant health hazards. The aim of the smoking policy is to maintain a healthy environment at USTF and to promote the prevention of illness and encourage students, faculty and teaching assistants, administrative staff, service employees, and students to lead a healthy lifestyle.

Policy Purpose

The purpose of this policy is to reduce the number of smokers on campus and discourage new students from starting to smoke as university students and to raise awareness regarding the dangers of smoking.

Policy Scope

This policy will apply to all faculty and teaching assistants, administrative staff, service employees, students, dependents, and visitors.

Definitions

Smoking: refers to inhaling or exhaling, burning, carrying, or processing any lighted tobacco products.

Tobacco products: include but are not limited to any lighted cigarette, cigar, pipe, midwakh, dokha, bidi, electronic cigarette or any other smoking device that emits smoke, along with any form of smokeless or spit tobacco such as dip, chew, or snuff.

Roles and Responsibilities

Every member of USTF community is responsible for the enforcement, maintaining and communicating of policy. Responsibilities include:

- Complying with the policy and communicating it to others.
- Cooperating to regulate smoking behavior on campus.
- Protecting non-smokers from being passive smokers.
- Maintaining a healthy environment throughout the university buildings.

Those responsible for the application of the policy are USTF Health and Safety Committee, Office of Human Resources, Deanship of Student Affairs, security guards, service employees, and visitors.

Procedure

While USTF faculty, teaching assistants, staff members, students, and visitors are encouraged to make healthier choices, USTF has created clearly marked smoking areas outside the university buildings.

1. **Faculty and Staff Sanctions**

   There is a three-level warning system in place for USTF faculty and staff caught smoking outside the smoking designated areas.

   - **First time violation:** The employee will receive a verbal notification from the security guard on duty in the violation area.
   - **Second time violation:** The employee will receive a written warning from the Office of Human Resources.
   - **Third time violation:** The employee will be subject to disciplinary action as determined by a Faculty and Professional Staff Disciplinary ad-hoc Committee formed by USTF Chancellor on a case-by-case basis. A third violation will be counted into the employee's annual performance evaluation.

2. **Student Sanctions**

   There is a three-level warning system in place for USTF students caught smoking outside the smoking designated areas.

   - **First time violation:** The student will be given a verbal warning by the University Security. The student will need to meet with the Health and Safety Committee to discuss the violation.
   - **Second time violation:** Should the student be caught violating the policy a second time, he or she will be given a first official written warning form the Deanship of Student Affairs, which will be placed in his/her file and sent to his/her student email.
   - **Third time violation:** The student will be subject to disciplinary action as determined by the Student Disciplinary Committee.

Related Policies

- Residential Life Policy
- Residential Life Procedures
- Health and Safety Policy
- Student Disciplinary Policy
- Environmental Health and Safety Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Environmental Health and Safety Policy

Policy Name	Environmental Health and Safety Policy		
Policy Owner	Environmental Health and Safety Committee	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

Safety of USTF's operational environment is the responsibility of every university member. Safety is planned to be achieved through awareness campaigns, training, use of protective equipment, and the enforcement of safety rules. This commitment begins at the working level and extends upward through supervisors, unit managers, office directors, program coordinators, and college deans to the highest level of USTF administration. All requirements for occupational health and safety are stipulated in detail in USTF Environmental Health and Safety Manual to enable the University to control its health and safety risks and to improve health and safety environment performance.

Policy Purpose

This policy sets forth to maintain health and welfare services for both physical and mental health in a safe environment throughout USTF campus and established standards for operation and practices designed to assure the safety of the university community including faculty and teaching assistants, staff, students, service companies, and visitors, in line with the requirements of the health authorities in the Emirate of Fujairah.

Policy Details

USTF is committed to providing and maintaining a safe and healthy working environment for faculty and teaching assistants, staff, students, service companies, and visitors. To ensure a safe and healthy work environment, USTF shall:

- Strive for continual improvement by setting Environmental Health and Safety (EHS) objectives, targets, and regular performance monitoring and evaluation of the EHS system.
- Make sure that university facilities that are safe and accessible to all users, and ensures availability of appropriate safety equipment in workshops, laboratories, and other areas where hazardous materials are used.
- Ensure that USTF campus facilities provide a healthy, safe, and secure environment for the campus community, and meet UAE legal requirements for health and safety in Fujairah Emirate.
- Encourage actively the accurate and timely reporting and recording of all incidents and injuries.
- Investigate all reported incidents and injuries to ensure all contributing factors are identified and, where appropriate, develop plans to take corrective control measures.
- Identify all existing and new hazards and take all practicable steps to eliminate, isolate, or minimize the exposure to significant hazards.
- Assess health and safety risks in relevant areas of USTF operations such as practical laboratory classes, workshop activities, patient care clinics, internships facilities.

- Ensure that there is sufficient signage to warn all faculty, staff, students, visitors, and patients of potential dangers and risks, which complies with local and federal UAE laws.
- Provides first aid training for instructors and students as appropriate.
- Make appropriate provision for the safe storage, distribution, use and disposal of any hazardous materials used in laboratories, workshops, patient care clinics or elsewhere on campus.
- Ensure all staff members and faculty are aware of the hazards in their work area and are adequately trained to enable them to perform their duties in a safe environment.
- Provides health and safety orientation and periodic training for the campus community that addresses safety measures, and regularly tests emergency evacuation procedures.
- Ensure all students are aware of the hazards in their campus areas and are adequately informed to enable them to perform their studies in a safe manner.
- Encourage staff and student consultation and participation in all matters relating to environmental health and safety.
- Publish the Environmental Health Safety Manual on the university website and implement Health and Safety Policy to all internal and external related parties.
- Review USTF Environmental Health and Safety Manual on annual basis to ensure that it is relevant and appropriate to USTF operations.
- Promote faculty, staff, and student awareness with emergency measures and where to access fire extinguishers and other on-campus emergency equipment.
- ensures that USTF facilities and physical resources enable students or employees with special needs (People of Determination), as required by UAE law, to access university facilities and educational services.
- Ensures that the health services are available for a sufficient number of hours to address any student, faculty, or staff issues that may occur.
- Designate a trained Health and Safety Officer (HSO) as the responsible person for implementing health and safety policies. USTF's HSO is Engineer Wamdh Daoud Ibrahim: Email address: w.ibrahim@ustf.ac.ae, and Mobile number: 050 942 3572.

Related USTF Policies

- Health Services Policy
- Health and Safety Policy
- Covid-19 Safety Violation Sanctions Policy

Document History

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Location of Physical Sites of Laboratories and Clinics Policy

Policy Name	Location of Physical Sites of Laboratories and Clinics Policy		
Policy Owner	Environmental Health and Safety Committee	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy statement

To achieve operational excellence in the university services, this policy addresses the physical locations of University of Science and Technology (USTF) Clinics and scientific laboratories During the design phase USTF ensured easy access and exits from clinics and laboratories in case of emergency evacuation and accidents. In addition, the criteria and set up of these facilities meets the requirements of the Ministry of Education (MoE) and Ministry of Health and Prevention (MoH) as delegates of both ministries have visited the university clinics and laboratories several times.

Policy Purpose

The purpose of this policy is to ensure that all health facilities, clinics, and training laboratories inside USTF campus always have the highest level of safety and quality, through the development, establishment, and enforcement of the required standards for outpatient care services at the clinics and best practices for operating training laboratories.

Definitions

USTF: University of Science and Technology of Fujairah.

Clinics: Clinics belonging to the College of Dentistry at USTF.

Labs: Scientific laboratories of the colleges of Pharmacy and Health Sciences, Engineering and Technology, in addition to computer labs of the colleges of Business Administration and Humanities and Sciences. The department of Public Relation and Advertising has a studio, and the Psychology Department has two labs.

Policy Details

- At USTF, users of clinics and labs work in a safe environment, where facilities are provided with all equipment needed to ensure occupational health and safety.
- The current policy is designed to protect staff and patients located in the dental clinics and scientific laboratories workplace by making the staff aware of any potential hazards at work and encouraging them to find the best ways of making their premises safer for all concerned. In legal terms, the employer has a statutory duty to ensure that, as far as is reasonably practicable, the health, safety, and welfare at work of all employees and all visitors (including patients) are always considered. It is mandatory that the physical location of USTF laboratories must provide all employees with a safe work environment, which delivers full protection from exposure to chemical, electrical and biohazards and fire safety. It is the policy goal to ensure that all staff members are properly trained to address every situation safely. These policies are designed for the protection of all employees and patients and will always be enforced.

Procedures

1. Dental Clinics

General Design Considerations

- Dental consultation and treatment room(s) shall have a minimum floor area of 12 square meters. The minimum dimension of the room shall be three meters.
- The dental room door swing and direction of the dental chair shall consider patient privacy.
- In USTF clinics that provide multiple dental chairs in the same room, a minimum floor area of nine square meters shall be provided for each treatment chair.
- The clinics must have a specific room dedicated for cleaning and sterilization of the dental instruments, Instruments sterilization and cleaning room shall be physically located in a separate specially designed room.
- Radiation protection requirements of the Federal Authority of Nuclear Regulation (FANR) shall be incorporated into the specifications and the building plans.
- The Dental clinics at USTF are outpatient care facilities and are used by patients who can travel or be transported to the facility for treatment, including those confined to wheelchairs.
- The site and access to any health care facilities shall be convenient both to people using public transportation and vehicles.
- USTF shall provide parking directly opposite to the clinic entrance to satisfy the needs of patients and staff. such parking area shall be acceptable to the local authorities.
- Signage shall be provided to direct people unfamiliar with the facility to entrances and facility parking areas (if provided).
- Clinic design shall ensure appropriate levels of patient acoustical and visual privacy y and dignity throughout the care process, consistent with needs established in the functional program.
- The design, construction, renovation, expansion, equipment, and operation of the clinics are all subject to the provisions of several local and federal laws environmental pollution control. These include, but are not limited to, hazardous waste materials storage handling, and disposal, medical waste storage and disposal.
- Public corridors shall have a minimum width of 1.55 meters (5 feet). Items such as provisions for drinking water, vending machines, etc., shall not restrict corridor traffic or reduce the corridor width below the required minimum.
- The minimum door opening width for patient use shall be 90 centimeters.
- Color contrast between walls, floors and doors shall be considered as it may reduce the falling risk of patients with blurred vision.
- Selected flooring surfaces shall be easy to maintain, readily cleanable, and appropriately wear-resistant for the location,
- Stairway's flooring shall have slip-resistant surfaces.
- Wall finishes shall be washable, moisture-resistant, and smooth, and wall finish treatments shall not create ledges or crevices that can harbor dust and dirt.

- Joints for floor openings for pipes and ducts shall be tightly sealed.
- Most of the university buildings' entrances have ramps designed to facilitate easy access of people of determination, including those who use wheelchairs, for lecture and other facilities.

Reception and Waiting Area

- A reception/information counter or desk shall be located to provide visual control of the entrance to the outpatient unit and shall be immediately apparent from that entrance; the information counter shall provide access to patient files and records.
- Male and Female waiting area for patients and escorts shall be under staff control. Privacy shall be ensured in the female waiting area design.
- The waiting area seats ratio must be at least two seats/each consultation room (2:1).
- Wheelchairs shall be accommodated within the waiting area.
- Toilet(s) for public use shall be conveniently accessible from the waiting area without passing through patient care or staff work areas. A hand-washing station shall be provided in the toilet room.

2. Laboratories

- The choice of fireproof construction for the lab doors, cabinets, and benches according to the codes of Fujairah Municipality and Civil Defense Department requirements.
- Work benches shall be 75 cm wide.
- Aisle clearance between benches shall have a minimum of 60.96 centimeters.
- Laboratory benches must not impede emergency access to an exit. This is also applicable to placement of other furniture and appliances such as chairs, stools, refrigerators, etc. A pathway clearance of 91.44 centimeter must be maintained at the face of the access/ exit door.
- The space between adjacent workstations and laboratory benches shall be 1.52 meter or greater to provide ease of access.
- All furniture in the clinical laboratory must be sturdy and cleanable.
- Wall finishes shall be washable, moisture-resistant, and smooth. Wall finish treatments shall not create ledges or crevices that can harbor dust and dirt.
- Selected flooring surfaces shall be easy to maintain, readily cleanable, and appropriately wear-resistant.
- Laboratory areas shall be provided adequate natural or artificial illumination to ensure sufficient visibility for operational safety.
- Filing cabinets and storage shall be provided for the safe and secure storage, the cabinets must be in safe location and must have restricted access.

3. Computer lab

- Electrical safety guidelines should be followed to prevent electrical fires, injuries, and fatalities in the workplace. Power supplies and CRT monitors contain high voltage.

- Fire safety guidelines should be followed to protect lives, structures, and equipment. To avoid an electrical shock and to prevent damage to the computer. Computers shall be turned off and unplugged before beginning of a repair.
- Sharp edges inside the computer case shall be covered with tape.
- Keep your workspace clean and free of clutter.
- Individuals shall bend their knees when lifting heavy objects to avoid injuring their back.

Related policies

- Health Services Policy
- Health and Safety Policy
- Covid-19 Safety Violation Sanctions Policy.

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Health Services Policy

Policy Name	Health Services Policy		
Policy Owner	Health Clinic	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

University of Science and Technology of Fujairah (USTF) is proud to have high quality health services available to its students. For convenience and easy access, the Medical Clinic is in the main buildings. The Medical Clinic is staffed with highly qualified practitioner and support staff to provide complete services compatible with primary care offices.

The University Medical Clinics seek to compliment the academic mission of USTF and provides educational, supportive, and consultative healthcare services to students, staff, college, and eligible dependents. In doing so, the Medical Clinic strives to make the campus a healthy and safe place to study, work and live.

Policy Purpose

- Provide primary healthcare to students, faculty, staff, and eligible dependents.
- Provide emergency healthcare to Residential Hall and campus residents after working hours, at weekends and on holidays.
- Support the integration of university services and provide a healthy atmosphere to accomplish the University objectives of a disease-free community.
- Provide high quality integrated health services in a timely manner and providing complete customer satisfaction.

Policy Details

- The University, as an employer, is committed to providing and maintaining a healthy and safe working environment that promotes wellbeing for all its employees, students and any other people who may be affected by its activities. The ultimate responsibility for ensuring implementation of this Policy lies with the University Office of Medical Services.
- The University Office of Medical Services is responsible for ensuring compliance with the University Health Services Policy within their areas of control and are required to report annually on their health and safety action plans. They have a key role in encouraging a positive attitude to health and safety through appropriate management arrangements.
- All staff and students have a responsibility to promote a healthy and safe working environment to safeguard their own health and that of their colleagues and are required to abide by rules and requirements made under the authority of this policy.
- This Policy applies to all premises and activities within the control of the University.
- This Policy has the following objectives:
  - comply with the requirements of relevant legislation and current good practice.
  - identify significant hazards (the potential for harm), assess risks (the likelihood of that harm being realized) from activities involving those hazards and manage those risks; and

    - comply with safety and health standards and regulations issued and enforced by UAE Ministry of Health.
- The Personal Safety Guidelines (PPE), First Aids Kits, First Aid Emergencies Standards, Items Sterilization, Workplace and Environment Safety, Occupational Safety and Health Standards, and Hazardous Waste Management are intended to:
    - promote a positive attitude to health and wellbeing at the University amongst all staff and students;
    - ensure that employees, students, and others are adequately informed of the relevant identified risks;
    - ensure that employees, students, and others receive appropriate instruction, training, and supervision;
    - ensure that staff and students are competent to deal with the risks they encounter;
    - consult widely with staff and students and with employees' representatives on health matters;
    - ensure that this documentation and supporting information is made accessible, primarily through the University's web pages and at induction for staff;
    - plan for co-ordination and co-operation with other employers;
    - monitor actively the management of risks to health;
    - review the effectiveness of health risk management and where appropriate to implement improvements; and
    - provide expert occupational health and safety advisory services.

Immunization policy for USTF Students

All students are required to have a complete immunization record at registration time. Any special case regarding immunizations is discussed with the student individually.

- **Tetanus:** Students required to have Tetanus immunization (TD or Tdap) every 10 yrs.
- **Measles, Mumps and Rubella:** Students must show documentation of two (02) MMR vaccinations or documentation of positive IgG titers for measles, mumps, and rubella.
- **Varicella:** Students must document month and year of disease, show proof of chicken-pox vaccination dates or documentation of a positive Varicella IgG titer. All Students of Medical programs must be tittered.
- **Hepatitis B:** Students must show documentation of three (03) doses of Hepatitis B vaccine or a positive Hepatitis B Surface Antibody. All College of Dentistry Students must show evidence of a positive Hepatitis B Surface Antibody.
- **TB skin testing:** All students are required to receive an annual TB skin test. Vaccinations are under the policy of Ministry of Health/ Preventive Medicine, UAE.

Duties and responsibilities

The Medical Services Administration provides the following primary healthcare, within available capabilities, through its clinic:

- **Round-the-clock services for males and females**

- **General Clinic:** primary healthcare, treatment, preventative medicine, and health education on common diseases through the general practitioners to the University community;
- **Nursing:** comprehensive nursing care and services, including routine and emergency cases, recording patient details, and providing treatment;
- **Reception:** receiving patients, preparing the patient files and records, recording personal data, preparing daily, monthly, and annual statistics;
- **Referral System**: referring urgent cases to hospital specialists;
- **Medical Insurance**: work for staff members and their dependents;
- **Following up:** chronic cases and coordinating referrals to hospital specialists if necessary; and
- **Approving**: medical checkups for new students done in MOH facilities.

Medical units

There is a medical unit on the University campus, as well as in the student hostels. The medical units ensure that a healthy environment is maintained in all university premises, and provides students with the following medical services:

- Medical examinations for new students done in MOH preventive medicine with delivery of medical certificates showing that the student is fit for studying and free of infectious diseases, approved by USTF medical clinics;
- Examination and prescription treatment as appropriate;
- Emergency treatment;
- Medical supervision of sporting and social activities;
- Raising health awareness among students;
- Organizing seminars on medical issues for the benefit of students;
- First-Aid training;
- Checking medical certificates and advising on medical-based student excuses according to the University policy given to every new student during registration time titled **"Announcement to New Students"**. This announcement explains that:
  - Students who miss lectures or exams for medical reasons must present their medical reports in the University clinic within 48 hours from the end of their sick leaves. It should be the original sick leave report.
  - Medical certificates will be approved by the University doctors' decision.
- During exams, sick leaves should be issued from the University clinic or hospitals.
- Regarding sick leaves for staff members, every employee should have the USTF medical approval stamp before submitting it to the Office of HR.
- All employees benefit from USTF medical insurance, which allows them to get consultation in most hospitals, and medical clinics across the country.
- Our medical center in USTF provides the same services for employees under the coverage of the insurance to facilitate the access to the medical care in the working place free of charges.

- Some of the many services offered at the University Office of Medical Services include:
  - Emergency First Aid
  - Daily consultations
  - Visits for illnesses or injuries
  - Minor procedures
  - Health awareness sessions on subjects such as: Diabetes, Smoking and weight management.
  - Psychological support.

Related policies

- Health and Safety Policy
- Covid-19 Safety Violation Sanctions Policy.
- Hazardous Material Management Policy
- Smoking Policy
- Environmental Health and Safety Policy

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Health and Safety Policy

Policy Name	Health and Safety Policy		
Policy Owner	Environmental Health and Safety Committee	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Purpose

USTF strives to maintain a safe living, learning, and working environment. Faculty, staff, students, and other members of the university community must conduct university operations in compliance with applicable UAE regulations, university policies and procedures, and Environmental Health and Safety (EHS) requirements.

Policy Statement

USTF is committed to safeguarding the health, safety, and welfare at work of all its employees, students, visitors, contractors, and ancillary workers. To ensure a safe and healthy work environment, USTF shall:

- Consider safety an essential component of all activities within the university.
- Ratify policy on safety matters and act on advice from the HSC, which is also charged with implementing this policy.
- Ensure that the measures contained within this Environmental Health and Safety Manual have already led to a safer working environment for all.
- Review and develop this policy as we strive for progressively higher standards of health and safety in the university.
- Observe the legal responsibility of all employees and students to play their own part in the maintenance of USTF safety standards and to act in a responsible manner when working in the university.
- Ensure that anyone with a supervisory role takes on some of the responsibilities of employer in relation to safety of those in their charge.
- Ensure that all university employees and students are encouraged to have input into safety policy by raising issues with their supervisors, HSC representatives or directly with the Department Heads or Direct supervisor.
- Make available the comprehensive Environmental Health and Safety Manual to all employees and students within the university.

Responsibility

University of Science and Technology of Fujairah (USTF) has established the Health and Safety Committee (HSC) as a university operational committee with the authority to oversee university compliance with the health and safety policies and procedures. The HSC was set up in accordance with university guidelines to maintain appropriate standards of safety

throughout the University. The HSC takes direction from and reports back to the vice chancellor for administrative and financial affairs (VCAFA) on a regular basis. Minutes from its meetings are circulated to all committee members and are available for inspection by any interested parties.

HSC Members:

- Senior faculty member appointed by the Chancellor (Chair);
- Faculty Representatives from USTF's health-related colleges (Members);
- Health and Safety (HSO) Officer;
- USTF Services supervisor; and
- Secretary (Rapporteur).

HSC Committee Terms of Reference

- Monitor the effectiveness of Health, Safety and Welfare arrangements in the University and make recommendations to the VCAFA and to other Committees as appropriate.
- Consider, and act as appropriate on reports from Colleges, Departments, units, and Health and Safety Officer (HSO).
- Review health and safety processes and procedures, including appropriate risk management measures, to ensure that they comply with relevant legislation and meet current university requirements.
- Monitor the adequacy of health and safety training across the Colleges, Departments and Units.
- Monitor Health and Safety communication within and outside the university.
- Consider reports from external authorizing bodies and act as appropriate.
- Set up and monitor working parties as appropriate to address specific issues.
- Consider and approve amendments to the USTF Health and Safety manual.

Health and Safety Officer (HSO):

- Ensure that the Environmental Health and Safety Management (EHDM) processes are implemented and maintained in compliance with the framework of the Ministry of Education and other regulatory authorities.
- Report to VCAFA on the performance of the EHSM
- Monitor, measure, and analyze the performance of the implemented management system and identify the need for further improvements.
- Liaise with external parties on matters relating to the EHSM.
- Plan and manage Environmental Health and Safety internal audits.
- Maintain and update the EHSMS Manual in coordination with the Environmental Health and Safety committee.
- Identify EHSMS training needs of employees and laboratory supervisors.
- Conduct trainings for health and safety best practices.

- Coordinate evacuation exercises to ensure that all stakeholders become familiar with these procedures.
- Assist with the formulation of emergency/contingency plans.
- Post appropriate warning signs and notices.

EHS Coordinator:

Coordinate with the HSO to:

- Supervise employees to ensure hazards are managed.
- Carry out inspections twice per year.
- Supervise visitors and contractors.
- Train employees in induction on the safe work procedures.
- Ensure that any hazardous condition, deficiencies, interruptions, or injuries are reported immediately and well controlled.
- Complete Incident Register.
- Assist with accident investigations if required.

Office of Medical Services Supervisor:

- Provide medical services to employees and students as far as are reasonably practicable, during accidents and emergencies.
- Arrange for medical surveillance of employees and students who are working under hazardous conditions, where this is deemed necessary.

Scope of Procedures

Health and safety procedures shall provide procedures for managing the health safety of persons or property. For each situation, the procedures shall provide for the following:

a. The University Deans, Heads of Department and Administrative Directors are required to:

- ensure that this policy is effectively implemented within their areas of supervision;
- ensure regular review of workplace health and safety practices in their areas of responsibility;
- provide opportunities for appropriate training in workplace health and safety;
- support supervisors in ensuring health and safety policies and procedures are implemented, including effective communication of relevant information;
- hold supervisors accountable for workplace health and safety in areas under their supervision; and
- allocate appropriate resources to ensure effective implementation of the policy.

b. Supervisors are required to ensure that:

- Work/study/research areas under their supervision are safe; and

- Behavior of all persons in areas under their control is in accordance with relevant legislation and University health and safety policy and procedures.

c. Staff, students, visitors, and contractors are required to:

- comply with the University health and safety policies and procedures;
- conduct their activities in a manner which prevents personal injury or injury to others; and/or damage to property;
- cooperate with and actively participate in the University's safety management system; and
- report any unsafe conditions or acts that come to their attention.

Training and Drills

To provide a proactive program of training and drills to ensure that procedures are understood and will be implemented accurately in an emergency.

It is the responsibility of HSO to ensure that USTF has an active program of training and drills covering all life safety situations and procedures. All training and drills shall be documented. Drills, especially evacuation drills, shall be coordinated with the local fire department, which shall be asked to participate.

USTF staff and on-site service contractors' staff shall participate in drills. Building occupants shall be included in appropriate drills at least once per semester.

Risk assessment

A risk assessment will also be carried out. The HSO is responsible for conducting a comprehensive risk assessment to ensure the risks to the health, safety, and well-being of USTF stakeholders are suitably eliminated, reduced, or controlled.
The main purpose of risk assessments is:

- To identify health and safety hazards and evaluate the risks presented within the workplace.
- To evaluate the effectiveness and suitability of existing control measures
- To ensure additional controls (including procedural) are implemented wherever the remaining risk is anything other than low.
- To prioritize further resources if needed to ensure the above.

Evacuation Procedures

To provide standard guidelines for evacuating buildings in an emergency, the HSO shall have written evacuation procedures which shall be reviewed and drilled regularly. Both training and drill activity shall be documented.
Evacuation procedures shall be reviewed and, whenever possible, approved by the local fire department.

Consideration shall be given to evacuation's relative risks and safety benefits under different circumstances.

Special Assistance

To ensure that those requiring special assistance in an emergency are safely identified and accommodated at the USTF buildings, the HSO shall maintain a list with the aid of the building occupants of all those individuals who may require special attention or assistance in the event of an emergency. This may include persons in wheelchairs, on crutches, with sight or hearing disabilities, or special medical conditions.

A listing of persons requiring special assistance and the designated procedures for helping them shall be maintained.

Health Insurance

To promote health and obtain health care for the USTF faculty and staff, USTF maintains high-quality health insurance benefits for all employees and their eligible family members that provide accessibility to necessary healthcare services.

In coordination with the Vice chancellor for Administrative and Financial Affairs and Financial Controller, it is the responsibility of the Office of Human Resources to select the best health insurance services for the USTF employees and discuss grievances registered against the current health insurance provider.

Related policies

- Health Services Policy
- Covid-19 Safety Violation Sanctions Policy.
- Hazardous Material Management Policy
- Smoking Policy
- Environmental Health and Safety Policy
- Faculty and Staff Medical Insurance Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	Environmental Health and Safety Committee	VCAFA	BOT
V 2.0	08/02/2021	Approval as Updated Policy	Environmental Health and Safety Committee	VCAFA	BOT
V 3.0	06/02/2023	Approval as Updated Policy	Environmental Health and Safety Committee	VCAFA	BOT

Medical Equipment Maintenance and Replacement Policy

Policy Name	Medical Equipment Maintenance and Replacement Policy		
Policy Owner	Environmental Health and Safety Offices	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This policy specifies the process to be observed within the associated guidelines regarding the management of medical equipment in a clinical environment. In addition, all relevant rules, codes, regulations instructions or other legislation, adopted by the policy are identified. This policy has been developed to ensure that all Healthcare Facilities are adequately and consistently evaluated for compliance with the standards provided within this policy.

Policy Purpose

To comply with the statutory authorities and associated guidelines described herein, all healthcare facilities should have at least reliability and redundancy in the provision of essential medical equipment. Without such provisions, proprietors risk their duty of care to patient safety associated with operating health facilities. To select and acquire safe medical equipment; reduce the risks associated with equipment failures; and ensure the function and reliability of medical equipment. These goals are consistent with the healthcare facility mission in providing quality services to all.

Definitions

Medical Equipment: The Joint Commission defines medical equipment as equipment used for the diagnosis, treatment, monitoring, and direct care of patients.

High-Risk Medical Equipment: Medical equipment for which there is a risk of serious injury of death to patient or staff member should the equipment fail. High-risk medical equipment includes life-support equipment.

Procedures and Guidelines

1. Medical Equipment Inventory

- Clinical Engineering maintains a computer-based inventory of all medical equipment at USTF.
- Medical devices requiring scheduled maintenance are included on the inventory as individual line items.
- Medical devices not requiring scheduled maintenance are included on the inventory as individual line items for the purpose of recording item-specific service data.
- Missing equipment (not able to be located) will be removed from the active inventory.
- The inventory for all medical equipment is recorded in the appropriate computerized maintenance management system. All service events of any kind are documented here.
- Each device is identified by a permanent unique device identification number.

2. High-Risk Medical Equipment and Performance Monitoring

- Clinical Engineering identifies high-risk medical equipment as medical equipment on the inventory for which there is a risk of serious injury or death to patient or staff member should the equipment fail.
- The performance goal for high-risk medical equipment is 100% on-schedule completion of scheduled maintenance.

- The performance goal for non-high risk medical equipment is 100% on-schedule completion of scheduled maintenance.
- Scheduled maintenance is considered to have been completed on schedule if it was performed in the month scheduled, the month before or the month after (three-month window).
- Medical equipment that is scheduled for maintenance but is in long-term use, cannot be located, is out of service, is out for service, or is otherwise unavailable for maintenance, is not included in the calculation of on schedule completion of scheduled maintenance.
- Multiple efforts are made to access high-risk medical equipment that is initially unavailable for scheduled maintenance.
- Failure to access high-risk medical equipment is communicated to clinical departments and reported to the concerned Committee. When equipment that is in use on a patient becomes available, the clinical department takes the equipment out of service and notifies Clinical Engineering of its availability.
- USTF may use outside vendors to perform some of the required maintenance work. Clinical Engineering periodically evaluates vendor performance.
- High-risk medical equipment is identified in the Clinical Engineering computerized maintenance monitoring system.
- The percentage of scheduled maintenance completed on schedule is calculated monthly and reported to the Committee. In addition, separate reports are generated for (a) medical equipment managed by Clinical Engineering and (b) medical equipment managed by other departments (e.g. Clinical Laboratory, Central Supply, and Clinics).
- Outside vendors will be evaluated for timeliness, qualifications and service requested vs. service provided vs. service billed.

3. Equipment Maintenance Program

- USTF clinics identifies the activities and frequencies for maintaining, inspecting, and testing all medical equipment on the inventory. These activities and frequencies are in accordance with manufacturer recommendations.
- Clinical Engineering performs safety, operational, and functional checks before initial use of medical equipment and after major repairs or upgrades.
- Clinical Engineering Inspects all non-owned equipment entering the clinics if it will be used for patient care.
- Medical equipment maintenance is documented in the Clinical Engineering manual, including safety, operational, and functional checks before initial use and after major repairs or upgrades.
- Following completion of any scheduled work, Clinical Engineering places an inspection sticker on the medical device with the next inspection due date.
- Clinical Engineering documents decision-making regarding inclusion of medical equipment program and monitors the safety of medical equipment. These activities are annually reported to the Committee.
- The Clinical Engineering identifies which equipment has been included in the program.
- For all medical equipment which is not managed by clinical engineering is documented and tracked by their departmental procedures.

4. Incident Monitoring and Reporting

- Clinical Risk Management and Regulatory Compliance is responsible for monitoring and reporting medical equipment-related incidents.

- Upon request by Clinical Risk Management and Regulatory Compliance, Clinical Engineering assists with investigations of medical equipment related incidents.
- Medical equipment-related incidents are documented by the Clinical Risk Management and Regulatory Compliance Department.

5. Response to Medical Equipment Failure

- Clinical Engineering is staffed from 10am to 6:00 pm, Monday through Friday. Outside of these hours, Clinical Engineering staff are on call.
- Departments using medical equipment are responsible for educating users regarding procedures to follow when medical equipment fails.
- If replacement equipment is needed for patient care clinical engineering is contacted for assistance
- Written procedures when equipment fails are maintained by their respective departments utilizing the equipment. The hospital provides guidelines for which departments to call when equipment fails.

6. Response to Product Notices and Recalls

- The Clinical Engineering Manager is the coordinator and tracks this program. Reporting of device related incidents to the manufacturer is managed by the Clinical engineering Department's Clinical Engineers.
- Any information that comes into the organization regarding manufacturer recalls or warnings about medical equipment is immediately forwarded to the Clinical Engineering Manager. Immediate action is taken and documented to ensure that suspect equipment is identified, located, taken out of service, inspected, and repaired as appropriate.
- Urgent, Life-Threatening Recalls or Hazard Alert, Notifications will be telephoned and emailed to relevant areas. The Hazard Alert/Product Recall Coordinator shall also be notified by the department first receiving the notification.

7. Radiology Department

- Radiology is responsible for quality control and equipment maintenance to maintain the quality of diagnostic Panoramic, CBCT, intra oral images.
- Imaging equipment preventative and corrective maintenance is managed by Clinical Engineering and equipment is maintained according to each manufacturer's recommendations for procedure and frequency.
- Documentation of Imaging quality control is maintained in Radiology.
- Radiographic equipment inventory and maintenance records are kept with clinical engineering.

Related policies

- Health services policy
- Health and safety policy.
- Hazardous material management policy
- Environmental Health and Safety Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	06/02/2023	Approval as a New Policy	VCAA	CFAA	BOT

Faculty and Staff Medical Insurance Policy

Policy Name	Contracts Review and Approval Policy		
Policy Owner	Office of Human Resources	**Reviewed**	Annually
Approved By	Vice Chancellor of Administrative and Financial Affairs	**Approval Date**	

Policy Statement

Resident USTF faculty and staff are eligible to enroll in medical insurance plans sponsored by the University. USTF Employees enrolled in medical insurance plans are subject to eligibility rules and benefits outlined in the medical insurance plan document and are not required to pay a portion of the premium as the pay his/her insurance coverage on their behalf. Medical insurance plans and premiums are subject to change each year on August. USTF faculty and staff members receive their new medical insurance card, in hard or electronic form at the beginning of September.

Policy Purpose

To provide eligible faculty and staff at University of Science and Technology of Fujairah (USTF) with medical insurance.

1. Faculty Medical Insurance

Article (6.1.4) of USTF's faculty member's contract with USTF describes the medical insurance benefits as follows: The faculty member, faculty member's spouse and three (3) dependent children (dependents shall mean spouse, sons up to 18 years old, and daughters up to 22 years old) shall be entitled to participate in the university's private medical insurance scheme in accordance with the university's medical policy (as amended from time to time at the sole discretion of the University), subject to the providers/insurers of such schemes/plans being willing to accept the faculty member into membership on reasonable terms. The University will pay all the contributions in respect of the faculty member's medical insurance to the insurance provider on his/her behalf. The University shall also contribute 50 % of the cost of annual health insurance for the faculty member's spouse and three of his/her dependent children mentioned above, per family member to be deducted from the faculty member's monthly salary, If the faculty member has more than one wife and/or more than 3 dependents, he can select which wife and 3 dependents may benefit from the medical Insurance, in accordance with what is mentioned above. This allowance is not applicable for spouse whose husband is working for USTF (only one of them can benefit from this allowance). After the end of the contract, the faculty member shall hand over all the relevant insurance cards to the Office of Human Resources at the University. In case the insurance cards are not returned, any fees or medical costs undergone by the faculty member, spouse, or their dependents; from the period after the last day of employment to

the date the insurance cards are handed over, shall be deducted from the end-of-service gratuity of the faculty member.

2. Administrative Staff Medical Insurance

The contract of the administrative staff as USTF mentions that the medical insurance benefit during employment is 100% for the staff and 50% coverage per each family member (spouse and 3 dependents, monthly deduced from his/her salary). The member insurance benefits are applicable for a maximum of 3 children (Males up to 18 years old and females up to 22 years old). The medical insurance payments will be pro-rated based on the employee's commencement date in relation to the starting date of the academic year.

Procedures

- Upon hire, benefit eligible faculty and staff will receive a benefits summary containing information about premiums and benefit coverage of available medical plans, the applicable enrollment deadline, and information on how to get assistance.
- New employees will be provided with an opportunity to receive details on medical insurance plan options, enrollment procedures, deadlines, and other related information will be provided. Enrollment cared will be provided at the beginning of September of each year.
- Correctly completed enrollment forms are completed by the Office of Human Resources and the medical coverage begins on the first day of the month following the date of hiring.
- Employees are required to pay 50% of the medical insurance premiums for their spouses and three independents as stated earlier. Employee contributions are deducted from the paycheck at the end of the month for the next month's coverage. Premiums are subject to change each year on August 31st, depending on the health service provider the University contracted with.
- Each year employees will be notified of the annual renewal of their medical insurance. Employees may add or delete dependents. Employees who anticipate being absent during the medical insurance renewal period are advised to contact Human Resources to renew their insurance and provide the required documents.
- Employees who take an unpaid leave of absence or who work less than 12 months per year must decide in advance with the Office of Human Resources to pay for benefit premiums or insurance coverage will be discontinued.

Related Policies

- Smoking Policy
- Environmental Health and Safety Policy
- Location of Physical Sites of Laboratories and Clinics Policy
- Health Services Policy
- Health and Safety Policy

- Covid-19 Safety Violation Sanctions Policy
- Hazardous Material Management Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Covid-19 Safety Violation Sanctions Policy

Policy Name	Covid-19 Safety Violation Sanctions Policy		
Policy Owner	Environmental Health and Safety Committee	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

USTF students, employees and visitors are responsible to the rules and expectations outlined in the university Covid-19 protection measures. This applies from admission to graduation and whether a student is on or off campus. On campus residents are also responsible to the standards set in the housing contract and any related files. Refusal of a student or an employee to follow the safety guidelines will result in disciplinary action up to and including removal from campus housing, suspension, or expulsion from campus in accordance with the student conduct process. The below are usual sanctions, which can be adjusted by the Health and Safety Committee (HSC) according to the development.

Policy Statement

The purpose of this policy is to protect USTF students, staff, faculty, and university visitors, against the spread of Covid-16 in compliance with the directions and instructions of the Ministry of Education (MoE) and the Ministry of Health and Protection (MOHP), regarding protection against Covid-19 pandemic.

Definitions

- **Health and Safety Committee**: A committee formed by USTF chancellor to implement the directions of the MOE and Ministry of Health and Prevention, in close coordination with local health authorities in Fujairah Emirate.
- **Exams Coordination Committee:** USTF committee responsible for organization, administration, supervision, and quality assurance of all examinations, including online and on-campus exams.
- **Social or Physical Distancing:** A measure intended to prevent the spread of a contagious disease by maintaining a physical distance between people and reducing the number of times people come into close contact with each other.
- **COVID-19** is a disease caused by a new strain of Coronavirus: CO stands for corona, VI for virus, and D for disease.
- **COVID-19 Testing:** Tests for viral presence that are used to diagnose individual cases and to allow public health authorities to trace and contain outbreaks.
- **ALHOSN QR Code** is a health coding system involving the generation of a unique personal QR code and a color-coding system that determines the health status of an individual.
- **Mask:** Personal protective equipment used to protect the wearer from airborne particles and from liquid contaminating the face.
- **Precautionary Measures:** Preventative measures taken, or anticipatory actions implemented to be safe.

- **Hybrid Mode of Education:** Hybrid learning combines face-to-face and online teaching into one cohesive experience. Some class sessions are offered on-campus, while the classes are delivered online.
- **Sterilization**: Refers to any process that kills or deactivates all forms of life (in particular referring to microorganisms such as fungi, bacteria, viruses, spores, and unicellular organisms and other biological agents.
- **Quarantine:** A strict isolation imposed to prevent the spread of disease. A period of detention or isolation imposed upon ships, persons, animals, or plants on arrival at a port or place, when suspected of carrying some infectious or contagious disease.
- **Pandemic:** An epidemic that becomes very widespread and affects a whole region, a continent, or the world due to a susceptible population. By definition, a true pandemic causes a high degree of mortality.
- **Sanitizer:** is a substance or fluid designed to kill germs on skin and objects.
- **Violations of Covid-19 Safety**: Acts committed by persons violating the official guidelines announced by official authorities to control the spread of the Covid-19 pandemic.
- **Sanctions Against Covid-19 Safety Violations:** These sanctions are as part of preventive and precautionary measures taken by governments to curb the spread of the COVID-19 and ensure the safety and wellbeing of citizen, residents, and visitors.

Policy Details

Refusal to comply with the health and safety precautions measures adopted by USTF to combat the spread of COVID-19 can subject students to suspension or expulsion from the University.

To promote the health and safety of USTF entire campus community while continuing to provide the hybrid mode of course delivery, conduct research, provide medical services to USTF students and the Fujairah community, all students are required to:

- Monitor their health and comply with the measures described in this USTF Covid-19 Safety Manual, and all other announcement issued by USTF Health and Safety Committee.
- Always wear a face mask covering both their nose and their mouth while inside any of the University buildings, on campus transportation, and in places when physical distancing is difficult. Face masks are also required while engaging in university activities, irrespective of location.
- Practice physical distancing of 1.5 meters while in class, library, university hostel, labs, studios, and dental clinics.
- Practice good personal hygiene by washing hands frequently with soap and water, or a hand sanitizer with at least 60% alcohol if soap is unavailable.
- Provide a negative COVID-19 test result received within 4 days prior to the first entry to the University campus.
- Present ALHOSN QR Code to security staff whenever they access any building at USTF campus, where the security staff are instructed to check the QR code as an eligibility to access the campus.

- Stay home and do not come to class if you are sick, have a fever, or are experiencing symptoms of COVID-19.
- Self-quarantine or self-isolate in accordance with instructions from a physician and/or pursuant to university guidance.

Because knowledge and understanding of COVID-19, as well as applicable guidelines from the Health and Safety Committee, and UAE, and local authorities, continue to evolve, this policy is subject to update as further information becomes available. USTF will continue to update policy and guidance based upon the latest public health information, regulatory guidance, and peer best practices.

During these exceptional circumstances, USTF community has a responsibility to practice social distancing to maintain the health and safety of the University. This policy details include safety measures taken by USTF, the examples for violations and samples of sanctions.

A. Safety Measures

USTF students, staff and faculty are required to comply with all applicable Covid-19 precautionary measures, including this policy. All USTF students, faculty, and staff are required to take the necessary measures to keep themselves and the University community safe including, but not limited to, the following:

1. General Safety Measures

- Wearing face masks while on-campus. USTF students, faculty, and staff are instructed to wear face masks in classrooms, restrooms, hallways, meeting rooms, lab, studios, clinics, library, elevators, and during exams.
- USTF advises to use stairs instead of elevators when possible.
- Covering the mouth and nose and using tissues and elbows when coughing and sneezing.
- Adhering to the quarantine procedures approved by the relevant authorities on returning to UAE from travel to another country.
- Following the seating stickers inside classrooms, labs, studios, clinics, and all other facilities and do not attempt to alter the seating arrangement.
- Contacting the University Clinic immediately, in case of feeling unwell or experience Covid-19-like symptoms while on-campus.
- Providing a negative Covid-19 test result received within 4 days prior to the first entry to the campus.
- Following the precautionary measures related to Covid-19, when attending midterm and final exams that are held on campus.
- Presenting ALHOSN QR Code to security staff whenever they access any building at USTF campus, where the security staff are instructed to check the QR code as an eligibility to access the campus.
- Maintaining the specified physical distance of 1.5 meters and avoid shaking hands with others.
- Attending classes of all courses regardless of the format of the course, and USTF Attendance Policy applies equally to face-to-face lectures, and online sessions.

2. Specific Safety Measures

- **General**
  - The campus entrances shall be different from its exits.
  - Temperature measuring devices will be used at the entrances of the USTF Campus.
- **Exams**
  - Physical distancing of 1.5 meters shall be maintained between tables, and all tables and chairs exam rooms shall be cleaned before and after exams.
  - USTF Exams Coordination Committee is responsible for administration and invigilation of mid-term and final exams. The Committee will report any violation of Covid-19 safety measures to the Vice Chancellor for Academic Affairs.
- **Hostel**
  - USTF is managing movement, attendance records, visitor records, applying thermal scanning at the entrances to the hostel.
  - USTF Female Students Hostel is subject to reduced capacity and other safety measures.
  - Students are redistributed according to the criteria of secure distances, so that each student is in a separate room.
  - USTF is not allowing students to mix and gather and, whenever possible, limits movement between rooms.
  - Sanitizers shall be provided at the room entrances.
  - USTF Female Students Hostel has a clear mechanism for safe washing and cleaning of clothes and bed sheets.
- **Waste**
  - USTF provides separate containers for the disposal of medical waste and developed safe mechanism for their disposal.
- **Library**
  - The library will be open for students and faculty with limited capacity in accordance with the health and safety procedures.
  - The space and furniture in the library will be re-arranged to follow health and safety guidelines.
  - Entering the University library is allowed and a maximum number of 48 individuals can be present in the library and study rooms at the same time, provided that a two-meter physical distance shall be strictly maintained between individuals.
  - USTF provides sanitizers and all library employees and users must wear face masks.
- **Prayer Rooms**
  - Muslim students, faculty members and administrative staff must bring prayer rugs for their own use.
  - Prayer rooms may only be used by students who must follow the designated distances and wear face masks. A safe distance of 1.5 m will be maintained between persons in prayer rooms.
  - Academic and administrative staff must pray in their offices.

- Prayer rooms are regularly be cleaned and disinfected.
- USTF follows the instructions and guidelines of the concerned authorities regarding prayer rooms.

- **Transportation**
  - USTF reduced the capacity of university buses to 50%.
  - Transportation services will continue to cover most of its destinations, but with reduced passenger density and subject to other applicable safety measures.
  - USTF instructed bus drivers and supervisors to follow the approved health and safety standards, such as wearing face masks, hand sterilization, and safe distancing, to reduce the spread of the Covid-19.
  - Determine where students sit on buses after a safe physical space has been allocated.
  - Adhere to bus cleaning and sterilization before the first trip and after each trip.
- **Student Activities**
  - Raising awareness of the need not to exchange personal protective equipment, supplies, tools, and meals.
  - Meals involving crowding of students and staff are not permitted.
  - Group gatherings, activities, or public events are strictly prohibited on campus.
  - Trips and student events are suspended until further notice.
  - USTF members of the Student Clubs and Sports Teams must not meet on campus.
  - On campus fitness sessions, sport activities and competitions are suspended until further notice.
  - Sport facilities will remain closed until further notice and sport competitions will be suspended until further notice.
- **Hybrid Mode of Course Delivery**
  - Students registered in a practical course that requires face-to-face attendance on specified time must leave campus immediately after the end of their practical sessions.
  - Students are not permitted to attend online lectures while on campus except if the online lecture is immediately before or after a practical session or between two practical sessions on the same day, which makes it difficult for the student to attend the lecture online outside the campus.
  - Maximize the efficiency of online course delivery and on-campus practical sessions through recording, using simulation and different software packages.
  - To ensure health and safety measures and reduce the risk of infection during the hybrid mode of teaching, USTF has taken the necessary preventive and precautionary procedures to the appropriate social distance in all classrooms, lab, studios, and clinics.
  - Given the current COVID-19 pandemic, extra precautions will be followed regarding the attendance of individuals who exhibit flu-like symptoms such as fever, coughing or shortness of breath. In such cases, these individuals will be required to inform their instructors and stay away from the campus and contact their healthcare providers for

obtaining medical examination, treatment and corresponding medical reports to be presented to the course instructor after they have been validated by the University Clinic.

- **Future Possibilities**
  - USTF notes that the arrangements mentioned above may change if the University receives any other directions from the Ministry of Education that requires different preparations.

B. Violations

Violations of this policy, which is applicable to USTF students and employees, may result in immediate disciplinary action, including removal of the student or employee from the University campus. Repeated violation (up to 3 times) may lead to expulsion of students or termination of employees. The following are a few examples of safety measures violations:

- Failure or refusal of students, employees, or visitors, to wear face masks upon entry into the USTF Campus, in compliance with the Covid-19 precautionary procedures, would deprive them of Campus entry.
- Students, employees, or visitors having symptoms of the common cold such as fever, headache, and cough, shall be prohibited from attending the University.
- A person altering the seating stickers in a university bus or arrangements inside classrooms, labs, studios, clinics, and any other USTF facilities will be subject to a disciplinary action.
- The sanctions described in the next section are proportional to the level and recurrence of violations.

Potential Outcomes to Violations

To ensure the health and safety of USTF community, and the wider Fujairah Emirate society, in response to a violation of the COVID-19 precautionary measures included in this policy, based on the severity of the violation, the University may:

- Issue a written warning and require a community impact conversation.
- Place a student on deferred suspension.
- Separate the female student from the university Female Students Hostel.
- Suspend the student from the University permanently.

C. Sanctions

Decisions related to Covid-19 safety violation sanction will be made on a case-by-case basis and will depend on the circumstances of each case. If a student or a student club is found to be responsible for violating USTF COVID-19 safety and precautionary measures, including hosting parties or gatherings, they will be subject to appropriate sanctions including but not limited to suspension or expulsion from the University.

1. General Rules

- Depending on the nature and occurrence of the violation, USTF Vice Chancellor for Administrative and Financial Affairs (VCAFA) may impose sanctions up to and including interruption or termination of access to university systems and services, or suspension or

expulsion from the University.

- Depending on course-specific rules, violations may constitute academic misconduct that can result in academic sanctions including grade reduction, removal from a course, suspension, or expulsion.
- Given the risk of transmission and importance of strict compliance, no individual who has failed to comply with this policy three (3) times, for any reason, should expect to continue to remain enrolled or affiliated with the University.
- Refusal to comply with health and safety guidance and directions as required by the USTTF Health and Safety Committee will result in immediate suspension.

2. Student Sanctions

- The sanction of a student's first violation of USTF Covid-19 safety precautionary measures is verbal warning and notification of his/her guardian.
- The sanction of a student's second violation of USTF Covid-19 safety precautionary measures is a written warning kept in his/her file, disciplinary probation for one semester, and notification of his/her guardian.
- The sanction of a student's third violation of USTF Covid-19 safety precautionary measures is a suspension for the semester during which the violation occurred.
- Students have the right to appeal in all cases.

3. Faculty and Staff Sanctions

- The sanction of a faculty or staff's first violation of USTF Covid-19 safety precautionary measures is verbal warning and notification of his/her college or office.
- The sanction of a faculty or staff's second violation of USTF Covid-19 safety precautionary measures is a written warning kept in his/her file, disciplinary probation for one semester, and notification of his/her college or office.
- The sanction of a faculty or staff's third violation of USTF Covid-19 safety precautionary measures is a suspension for the semester during which the violation occurred. The college dean must approve the suspension of the faculty member, and the office chair must approve the suspension of the staff member.
- Faculty and staff have the right to appeal in all cases.

Procedures

USTF is taking actions towards the COVID-19 pandemic with the goal of promoting a safe environment for its students, employees, and community. Compliance with MOE and Ministry of Health and Prevention health and safety directives by university students, faculty, and staff is critical to achieving this goal.

Related Policies

- Distance Learning Policy
- Distance Learning Faculty Requirements Policy
- Information technology policy
- Information and software technical support policy

- Use of technology resources policy
- Faculty and Staff Professional Development Policy
- Professional Requirements for Teaching Policy
- Data and Cyber Security Policy
- Examination policy
- Online Examination Policy
- Student rights and Responsibilities policy
- Student academic integrity policy
- Faculty and Staff Disciplinary Policy
- Student Disciplinary Policy

Document History

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V 2.0	04/10/2022	Approval of the Updated Policy	Environmental Health and Safety Committee	VCAFA	BOT
V 3.0	06/02/2023	Approval as an Updated Policy	Environmental Health and Safety Committee	VCAFA	BOT

Hazardous Materials Management Policy and Procedures

Policy Name	Hazardous Materials Management Policy and Procedures		
Policy Owner	Environmental Health and Safety Committee	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

USTF is committed to providing a safe and healthy environment for all to work and learn. Current trends in UAE environmental laws and regulations also reflect increasing concern by the society for protecting the environment through responsible hazardous materials disposal. Hazardous materials and waste management program, incorporating cooperation between USTF and Fujairah Municipality ensures responsible procedures and guidelines for the storage, transportation, handling, and disposal of hazardous materials, will fill a genuine need for the university community and help facilitate the university's commitment to protecting the environment.

Policy Purpose

The University of Science and Technology of Fujairah (USTF) is committed to providing a safe and healthy environment conducive to learning and living to its students, faculty, staff, and visitors while protecting the environment and maintaining compliance with local and federal environmental and health laws and regulations in the United Arab Emirates (UAE).

Policy Scope

This policy applies to all persons including USTF faculty, staff, students, visitors, and contractors who work with or around hazardous materials and to those areas of campus which may be affected by the presence of such materials. The management of hazardous materials through their acquisition, utilization, storage, and disposal is critical.

Definitions

- **Hazardous Material** is any item or agent (biological, chemical, physical) which has the potential to cause harm to humans, animals, or the environment, either by itself or through interaction with other factors when improperly treated, stored, transported, used, or disposed. Hazardous materials include synthetic organic chemicals, petroleum products, heavy metals, radioactive or infectious materials, and all substances defines as "toxic" or "hazardous".
- **Hazardous Waste** is defined as a chemical exhibiting one or more of the following characteristics: ignitability, corrosivity, reactivity, or toxicity. For complete definitions of hazardous characteristics and listed wastes refer to the University Laboratory Chemical Waste Management Guidelines. Wastes are listed as hazardous because they are known to be harmful to human health and the environment when not managed properly.

  Categories of Hazardous Waste:

  - An **"ignitable waste"** can catch fire under certain defined conditions. Specifically, flammable liquids with a flash point less than 60° C, flammable compressed gases, and

solids that can ignite under normal atmospheric conditions through friction, absorption of moisture, or spontaneous chemical change. Examples are paints, certain solvents, linseed oil, and gasoline.

- An **"oxidizing waste"** presents a storage problem and should be segregated from other wastes. Oxidizers are substances that yield oxygen and can readily accelerate the combustion of organic materials. Examples are perchlorates, nitrates, permanganates, and organic and inorganic peroxides.
- A **"corrosive waste"** corrodes steel or aluminum, causes visible destruction of living tissue, or has a very high or low hydrogen-ion concentration (pH). Substances with pH less than 2 or greater than or equal to 12.5 are defined as corrosive materials. Examples are mineral acids, strong bases, rust removers, acid or alkaline cleaning fluids, and battery acid.
- A **"reactive waste"** is unstable and explodes or produces toxic fumes, gases, or vapors when mixed with water or under other conditions such as heat or pressure. If a substance or a mixture vigorously decomposes, polymerizes, detonates, condenses, or becomes self-reactive due to shock, pressure, or temperature it is considered reactive. Examples include sodium metal, certain cyanides or sulfide-bearing wastes explosives, ethylene oxide, and any organo-peroxide.
- A **"toxic waste"** is harmful or fatal when ingested or absorbed, or it leaches toxic chemicals into the soil or groundwater when disposed of on land. Examples are wastes that contain high concentrations of heavy metals, such as cadmium, lead, mercury, or certain pesticides.

- **Waste Disposal Area** is a separate room designated for hazardous waste collection and temporary storage near the point of generation. When containers are filled, they are picked up by Fujairah Municipality, transported, and disposed according to the applicable rules and regulations of the environmental and health authorities in the Emirate.
- **Health and Safety Committee** comprises USTF's HSO, EHS coordinators (representing each college), supervisor of Medical Services Office, and a representative of administrative offices on rotation.
- **Environmental Health and Safety Officer** is the person responsible for proper disposal of hazardous material. This task is now assigned to the supervisor of USTF Office of university facilities and services.

Policy Details

Roles and Responsibilities

1. **University**

The University is responsible for ensuring compliance with legislative requirements from the Federal and the Emirate of Fujairah acts, regulations, standards and guidelines and Municipal by-laws pertaining to hazardous materials management.

2. **Vice-Chancellor for administrative and Financial Affairs**

The Vice-Chancellor for administrative and Financial Affairs (VCAFA) has the overall day to day responsibility for health and safety matters at the University. The VCAFA delegates responsibility for undertaking aspects of these duties through line management and identified roles. The following people are identified as having responsibilities for the management of hazardous substances in those areas, and for those relevant persons, that fall under their control.

3. Environmental Health and Safety Officer

The Environmental Health and Safety Officer (EHSO) shall coordinate and oversee the hazardous materials management program for the University. This includes but is not limited to the followings:

- Provide information, support and advice to individuals and departments on the management of hazardous materials.
- Assist researchers and departments in conducting risk assessments and evaluate any special certification requirements or needs before issuing certificates as required.
- Support departments and service areas with the maintenance of their inventory and oversee the hazardous materials registry.
- Organize and coordinate the hazardous waste management program in accordance with local and federal regulatory requirements.
- Maintain procedures to respond to hazardous material emergencies and coordinate response to spills and accidental releases of and exposures to hazardous materials.
- Maintain records of accidents and incidents and carry out and participate in investigations as required.
- Provide general training sessions on hazardous materials management.
- Initiate and participate in facility inspections, with particular attention to storage, handling and disposal of hazardous materials and make recommendations to the appropriate USTF authority for corrective action.
- Represent the University to external compliance agencies and report to external compliance agencies as required.
- Monitor legislation concerning hazardous materials and the environment and advise University Administration about its potential impact on university activities.

4. College Deans and Program Coordinators

USTF college deans and program coordinators have the primary responsibility for the health and safety of their staff and students and are responsible for the followings:

- Communicating, promoting, and enforcing this policy in areas under their control.
- Collaborating with faculty and staff to implement this policy into the function of the clinics, labs, workshops, studios, and other technical research areas using hazardous materials.
- Making budget arrangements for health and safety requirements and training.

5. Clinics and Lab Supervisors

- Ensure that fume hoods, biological cabinets and containment or storage devices, emergency shut offs and safety equipment are adequate, appropriate and in good working order and are used when required.
- Ensure that inventories of hazardous materials are up-to-date and available to EHS.
- Provide and maintain all personal protective equipment required by personnel and ensure training has been provided in proper utilization.
- Report any incidents to the university EHSO that occur in the lab including injury, near miss or spills. Maintain the necessary material and equipment for spill response.
- Carry out inspections of laboratories, studios, and workshops.
- Cooperate with requests from EHSO.
- Review grant applications to ensure that the space, facilities, engineering controls and procedures and support services are adequate and appropriate for the work to be carried out safely.
- Notify the university EHSO of any change in clinics, labs, studios, and workshop use and a formal commission or decommission be performed and signed off by EHSO.

6. Visitors

- Entrance is restricted in areas containing potential or known hazards including, but not limited to, all research and teaching laboratories, maintenance shops, workshops, mechanical and electrical rooms, construction sites, studios, and any area where hazardous materials are handled or stored. Laboratory Supervisors are specifically responsible for the safety of all employees and visitors in their work areas.
- Visitors to such areas must be continually supervised by university personnel who are trained and knowledgeable of the area's potential hazards. Visitors under 18 years of age are not permitted in restricted access areas.

7. Contractors

- Contractors working on university premises shall carry out their work in conformity with the university policy and procedures and in accordance with all applicable laws and regulations.
- No contractor shall bring a controlled product onto university premises without providing the project coordinator or EHSO with a copy of the Safety Data Sheet (SDS) for that product.
- The Contractor must review the attached policy and procedures for handling and disposing of hazardous materials and share this information with their supervisors and crew members working at the University.

General Requirements

- Only authorized faculty and staff may order hazardous materials or acutely hazardous materials.
- Before ordering hazardous materials, ensure that suitable materials are not available for use by utilizing the concerned college Chemical Inventory System.

- Procure hazardous materials in the smallest quantities available which meet the maximum usage requirements for a reasonable period.

Good Control Practice

Good control practice means the application of eight generic principles to obtain effective and reliable control of exposure to hazardous materials once the duty to prevent exposure are to be considered:

- Design and operate processes and activities to minimize emission, release, and spread of materials hazardous to health.
- Consider all relevant routes of exposure including, inhalation, skin absorption and ingestion, when developing control measures.
- Control exposure by measures that are proportionate to the health risk.
- Choose the most effective and reliable control options which minimize the escape and spread of materials hazardous to health.
- Where adequate control of exposure cannot be achieved by other means, provide, in combination with other control measures, suitable personal protective equipment.
- Check and review regularly all elements of control measures for their continuing effectiveness.
- Inform and train all employees on the hazards and risks from the materials with which they work, and the use of control measures developed to minimize the risks.
- Ensure that the introduction of control measures does not increase the overall risk to health and safety. Workplace Exposure Limits (WEL) are set by the Health and Safety Executive with the intent to prevent excessive exposure to specified hazardous materials by containing exposure below a set limit. WEL is the maximum concentration of an airborne material averaged over a reference period to which employees may be exposed by inhalation.

Disposal

Hazardous waste collected from the campus is stored, consolidated, and packaged for disposal at the hazardous waste disposal room. USTF has a valid contract with Fujairah Municipality for disposal of hazardous waste and the contract is annually renewed before expiry. Fujairah Municipality assigns a specialized company the task of transport and disposal of hazardous waste generated on campus on a regular basis. The hazardous waste disposal room is a secure area that is marked with signs indicating the hazards present and is inspected regularly.

Training

1. Responsibility

- It is the responsibility of the Environmental Health and Safety Officer to schedule and provide training for all persons on-campus who require hazardous material and safety training as a part of their normal job functions.

- Any person who has need to handle or use hazardous materials and has not had the required training shall notify the Environmental Health and Safety Officer for training (contacts are given at the end of the procedures section).

2. Applicability

- No person at USTF may handle or use hazardous material without the training noted below.
- Research undergraduate students and teaching assistants who work at the hazardous waste point of generation will receive hazardous material and safety training to conform with the requirements of this policy.
- Research faculty, laboratory supervisors, and any other employee who work at the hazardous waste point of generation and who must handle hazardous material as part of normal duties will receive annual hazardous material and safety training to conform with the requirements of this policy.
- Any employee who is involved with hazardous material must receive annual formal training to conform with the requirements of this policy.

3. Record Keeping

- Records of training will be maintained for each person trained. Information in the record will include the course, date attended, and next training date where applicable.
- Records will be maintained by the Environmental Health and Safety Officer for three years.

Procedures

Hazardous materials handling procedures:

The proper handling of all hazardous materials is the responsibility of all university students and employees. The detailed handling procedures are summarized below. A copy of this procedure summary should be posted near the collection point in each work area. Technical assistance in all aspects related to handling and disposal of hazardous materials shall be provided by USTF Environmental and Health Safety Officer.

- All chemicals and other hazardous materials produced in the lab, workshop, studio, or other work area must be collected for proper disposal.
- No material can be dumped down the sanitary sewer drain or thrown in the dumpsters without prior approval of USTF Environmental and Health Safety Officer.
- All materials are to be stored in chemically compatible containers. USTF EHSO shall provide all university clinics, labs, workshops, and studios with the required disposal containers.
- Waste should be segregated according to the type to ease, collection, handing, and disposal processes.
- A log sheet is required of all materials placed in a container. The pre-numbered log sheet identifies the material name, quantity, solvent, and approximate concentration of each material added to the container.

- A label sticker identifying the log sheet number and the corresponding letter or number of the item on the log sheet shall be attached to each container.
- When the container is full and needs disposal, complete a Laboratory Waste Pick-up and Disposal Request form must be accurately completed.
- For technical assistance and queries related to the management of hazardous materials at the University call Engineer Wamdh Daoud Ibrahim at: 050 942 3572, or write an email to: w.ibrahim@ustf.ac.ae

Related Policies

- Health Services Policy
- Health and Safety Policy
- Risk Management Policy

Document History

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8 | Learning Resources Center Policies

Learning Resources Policy

Policy Name	Learning Resources Policy		
Policy Owner	Librarian in Charge	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

The use of USTF's information technology resources is restricted to purposes related to the university's mission of research and creative activity, teaching and learning, and civic engagement. Eligible individuals are provided access to support their studies, instruction, duties as employees, official business with the university, and other university-related activities. Individuals may not share with or transfer to others their university accounts including network IDs, passwords, or other access codes that allow them to gain access to university information technology resources. The university learning resources may not be used in a manner that violates the law, for private commercial activities that are not approved by the university.

Policy Purpose

- The purpose of this document is to define the policies guiding the development and management of the USTF's print, digital and other library collections in the context of USTF Library overall mission to support the University's learning and research goals. Within this document collection development and collection management are treated as two distinct activities.
- Through collection development, USTF Library aims to support the work of USTF by continuing to add to its collections and by providing access to learning resources held or hosted elsewhere. Through collection management USTF Library aims to make its resources available in the most appropriate and cost-effective way.
- The policy applies to all collections managed by USTF Library on the first floor of the university old building.
- The section on Collection Development contains statements defining the University's collection development principles, the nature of its collections, funding mechanisms and budgeting priorities, responsibilities, and criteria for the selection of material, including deposits, donations, and free materials.
- The section on Collection Management contains policy statements on acquisition and license agreements, resource discovery and access to the material, stock editing, retention and disposal, conservation, preservation, and binding.
- The document also defines USTF Library policies aimed at facilitating access for members of the University to collections held in other libraries across UAE.
- The document is for the benefit of all members of USTF, including students, academics, and staff, as well as the public at large.
- The policy will be reviewed, revised as appropriate and presented to University Administration.

Policy Scope

This policy applies to all faculty and teaching assistants staff involved in teaching at USTF.

Principles of the Policy:

- All learning resources purchased from the Learning Resource Funds are selected by the Colleges in coordination with the library working closely with academic colleagues in their colleges.
- Space utilization in the University Library and the balance of space given over to stock, and to service areas and study facilities will be kept under continuous review.
- Appropriate web-based electronic resources are the preferred medium, where they exist, through which to meet learning, teaching and research needs.
- Collection evaluation, stocktaking, withdrawal, and disposal of stock will be carried out on a regular basis in consultation with colleges.
- Library Services will move towards a zero net growth policy for printed collections whenever possible.
- USTF Library will work in close collaboration with other learning providers and agencies to provide access to remote collections.
- Location of physical collections will be determined by usage. Highest used material will be housed on open access and less used material stored in closed access.
- Library' collection development policy will meet all relevant statutory requirements such as, for example, the Disability Discrimination Act 1995, the Race Relations (Amendment) Act 2000 and the Special Educational Needs and Disability Act 2001.

Budget

- USTF Library follows the Association of College and Research Libraries (ACRL) Standards published in June 2004. The Librarian in-Charge prepares, justifies, and administers the library budget that is appropriate to the library's objectives.
- The budget is planned to meet the reasonable expectations of library users when balanced against other institutional needs. The library utilizes its financial resources efficiently and effectively. The Librarian in-Charge has the authority to distribute budget and initiate expenditures within the library budget and in accordance with USTF's institutional policy.
- The budget supports appropriate levels of standing. The library has separate identifiable annual budget figures. The budget is now fully assigned to the library. The budget is allocated to the library with accountability and responsibility vested in the Librarian in-Charge who can administer it more efficiently and thus enrich the library's collection and expand its resources.
- The library is engaged in implementing a plan that will lead to a sound fiscal future. It will show the magnitude of responsive services the library provides to the USTF community in relation to level of budget it receives. The plan will also allocate money for library and staff development, which includes but not limited to workshops, conferences, as well as formal and informal training.

Access

- USTF Library follows the ACRL Standards in that access to library resources is provided online in a timely and orderly fashion. Library collections and the catalog for accessing them are organized according to standards.
- A central catalog of library resources provides access for multiple concurrent users and clearly indicates all resources. Hours of physical access to the library are reasonable and convenient for the two-genders and separate users. The hours are illustrated in Table (2) below, and posted on its Web site:

Table 2 USTF's library opening hours for male and female students, including the weekend schedule.

Library Working Hours for Female		Library Working Hours for Male	
Day	**Female Timing**	**Day**	**Male Timing**
Monday	7:30 AM to 2:00 PM	Monday	2:00 PM to 8:00 PM
Tuesday	2:00 PM to 8:00 PM	Tuesday	7:30 AM to 2:00 PM
Wednesday	7:30 AM to 2:00 PM	Wednesday	2:00 PM to 8:00 PM
Thursday	2:00 PM to 6:00 PM	Thursday	10:00 AM to 2:00 PM
Friday	7:30 AM to 10:00 AM	Friday	10:00 AM to 12:00 PM
Saturday	2:00 PM to 6:00 PM	Saturday	10:00 AM to 2:00 PM
Sunday	10:00 AM to 2:00 PM	Sunday	2:00 PM to 6:00 PM

- Reference and other special assistance are available at times when the library is open. Onsite access to the library is provided in a timely and orderly fashion. Online resources are accessible anytime anywhere.
- The library and the catalog for accessing its resources are organized using the AACR2 and the LCC. Online access to the Library's OPAC and e-resources is encouraged.
- Students as well as faculty are trained on how to access these resources from their labs, offices, and outside the university campus as well.

USTF Library

USTF library is housed on the first floor of the old University building. The library is open to the entire university community.

Learning Resources: USTF Library purchases materials for ownership and availability within the physical facility. Over the past few years, the library has allocated an increasing percentage of its learning resources budget to acquire access to materials it does not own through vendors of electronic resources. Access is provided to USTF community any time

regardless of location. Collection assessment is defined as "an organized process for systematically analyzing and describing a library's collection". In the latest assessment of USTF's library in 2022, faculty members show an overall better satisfaction than in 2021, regarding the major aspects pertinent to the collection and resources, including:

- The number of books.
- The new acquisitions rate.
- The databases.

Electronic Resources (ER): USTF Library subscribes to several electronic journals and books through online databases such Al-Manhal, in addition to the full collection of ProQuest Central. In addition to a set of journals selected from Wiley Online Journals and Elsevier (Science Direct Online Journals) databases relating to disciplines of pharmacy and dentistry. Library users can access these and other databases on the Web by using their assigned user ID and password. USTF Library System is no different from other libraries that are allocating significant portions of their book budgets to acquire electronic resources. These may include full-text databases, numeric databases, network access, electronic journals and books, and multimedia resources. The selection process for these materials considers factors such as the size of the user group, the relative importance or uniqueness of the materials, the ease of use and power of the search and retrieval software.

Facilities: USTF library houses print, and non-print materials (e-resources) and all the different types of hardware needed for their use. USTF Library seating capacity and media housing is enough. The internal design of USTF library is flexible and modular to allow for expansion and rearrangement to accommodate the needs and requirements for collection housing and staff distribution throughout the library. Due to the rapid increase in print and electronic collections. The USTF Libraries' facilities are well planned, attractive, and functional. They provide secure and adequate space helpful to study and research with suitable environmental conditions for its services, personnel, resources, and collections. The library buildings provide well-planned, secure, and sufficient space to meet the immediate and perceived needs of staff and users.

USTF Library's Collection: The library has built a balanced collection covering the entire spectrum of the USTF teaching and research. It serves as a resource for students, staff, and faculty. The collection consists of books, references, periodicals, in both Arabic and English. The collection consists of resources in education; engineering sciences; humanities; Arabic language; Law; pharmacology; management; dentistry; computer science; and English language.

- Books are shelved in a classified order using the library of congress scheme.
- Reference collection consists of encyclopedias, dictionaries, and other sources in all disciplines. This collection is maintained in the reference area.

Services

The library staff is available to assist students and faculty or other individuals or groups on using the library and its resources effectively.

Circulation Services: The circulation desk is responsible for all transactions related with borrowing and returning of books and periodicals, placing materials on reserve, recalling borrowed material, assessing fines et. Borrowing stops 30 minutes before closing time. Faculty members borrow 10 books per semester, graduate students borrow 5 books per semester; undergraduate students borrow 4 books per week renewable for another week. USTF administrative staff borrow 5 books per 4 weeks' renewable for another 4 weeks. Renewals can be done over the phone, online or in person.

Reference Services: Staff at the reference desk on the first floor helps and instruction in the use of library's resources. Readers with bibliographic inquiries are advised to consult reference desk staff who are available during the library opening hours. They can contact in person or by calling or e-mailing the library personnel for necessary assistance.

Security System: The library buildings are equipped with a security system. An electronic RFID security system is in use to prevent the loss of library materials. If an item is taken out of the library without being properly circulated, the exit gate barer will lock and an audible alarm will be triggered. In this insistence, the patron is forced to go back to the circulation desk for proper check out.

Collection Development Principles

USTF Library' collection development policy is guided by the following principles:

- USTF library provides access to learning resources that meet the learning, teaching and research needs of the university community on a cost-effective basis and within the resources available, whether by acquiring physical items (books and periodicals) or securing access to licensed electronic material.
- All learning resources are purchased from the Learning Resource budgets. The colleges and USTF library make the selection - selection processes require a high level of collaboration between the colleges, their departments and USTF library.
- Learning resource budgets are designed to be responsive to changes in course contents and research directions as well as to the differing costs of resources in various disciplines.
- USTF Library combines the growth of printed collections parallel with the expansion in university possession of e-learning resources, which requires much less space and storage area than printed materials.
- Web-based electronic resources, when available, are the preferred option because (a) they maximize users' access to collections independently of time and location; (b) they make it possible to ease space issues for printed collections while sustaining the same level of collecting; (c) the level of access to electronic resources provided by the library is becoming as important as the size of its physical holdings.
- Unnecessary duplication of resources must be avoided. (Learning Resource Fuds cannot be used to purchase materials for locations other than USTF Library).
- Collection evaluation, stocktaking and weeding exercises are carried out in a regular basis to ensure that USTF Library continues to meet the evolving learning, teaching and research requirements of the colleges.

- USTF Library works in close collaboration with other learning providers and agencies to enhance access to remote collections via inter-library loan and document delivery services, reciprocal access schemes and collaboratively negotiated license agreements.
- USTF Library is committed to intellectual freedom and will not exclude or withdraw from availability any material, if it is legal, solely on the grounds of an author's race, nationality, religion, gender, sexual orientation or opinions, nor because of partisan or doctrinal disapproval.

Collections and formats: The collections include both primary and secondary sources of different types (books, periodicals, official publications, pamphlets, theses, and datasets) and in a variety of format (print, digital, and computer software, and audio-visual).

- **Digital resources (born-digital or digitized) include the following:**
  - Subscription-based resources (e.g., electronic journals) and purchased items (e.g. electronic books);
  - Material locally created and deposited in the university's digital repository: e.g., electronic (e) research paper, e-theses, and e- learning materials; and
  - Material freely accessible on the web selected for inclusion in the university's e-Library.
- **Physical collections are currently located in the library.**

Funding and budgeting priorities: Learning resource funds are now regarded in the University budget model as an institutional budget. They are not therefore part of a college budget and USTF Library has been assigned the responsibility of managing them. However, this cannot be achieved effectively in terms of meeting learning, teaching and research needs without working closely with academic colleagues in Colleges and their Departments.

a. Allocations:

- Allocations have been worked out for each Department and college based on the normal percentage increase for journal expenditure and one-year average spend -including spending on books.
- Although allocations have been made for journals, this funding is ring fenced and thus subject advisors will be working with academic colleagues to select and recommend for purchase books.
- The allocations can be used to purchase books, journal subscriptions and Inter Library Loans.
- New journal subscriptions - any requests for new journal subscriptions should be considered on an annual basis in the summer ready for the next year's subscription although exceptions can be made if the situation demands.

b. College budgets:

- Colleges are encouraged to allocate additional funds. Commitments vary from one College to another depending on the perceived additional need by the College and its ability to afford the extra resources required.

c. Authorization for recommendation purchase:

- The Library Representative role is still envisaged to be one of coordinating the recommendation of items for purchase however in the new model subject advisers will have to make the final decision as to whether there is sufficient funding available to purchase those recommendations.
- We would expect the Library Representative in the Colleges to be empowered to make recommendations for both books and journal subscriptions.
- Spending patterns must reflect the University's commitment to ensuring high-quality learning provision for both learning and teaching (at undergraduate and postgraduate levels) and research. The balance of expenditure between course and research material will however vary between colleges, as will the balance of expenditure between books and periodicals. It is recommended, based on benchmarking with comparable research-led institutions, that Learning Resource Funds be roughly split between books and periodicals.
- While USTF Library does not have sufficient budget to provide copies of textbooks or other course-related materials for USTF students whenever they want, it will consider requests for multiple copies of course materials to be included in reading lists and made available for students in the library. Criteria to inform the number of copies to be purchased include the following:
  - Number of students on the course;
  - Period over which the item is required to be read; and
  - Prominence of the item in relation to others recommended.
- It is recommended that no more than four copies of an individual title be purchased unless the College can demonstrate that there are special circumstances justifying the purchase of a greater number of copies.

d. Spending on research material is governed by the following principles:

- Only two copies of any single item are bought (unless the item is also intended to be recommended to students as course-related material).
- Periodical subscriptions and the move from print to electronic format are reviewed annually.
- In the case of items likely to be consulted only once or twice or for only a short period of time, it is recommended that consideration be given to alternatives to purchase (e.g., inter-library loan and document delivery or physical access to other collections in the region or across UAE).
- Purchases of resources that are relevant to several Colleges may either be shared between more than one Learning Resource Funds or supported from Colleges Funds.
- Purchases in fields in which no research is undertaken or planned will not be approved.
- Colleges, which plan to embark upon new areas of research, are strongly recommended to cost their new learning provision and support requirements in close collaboration with the library.

e. Selection responsibilities and criteria

- Final decisions on the purchase and cancellation of all learning materials rest with the Manager of USTF Library. However, the selection of material relies on a close and dynamic partnership between the Colleges and Academic Support Teams.
- College Library Representatives, Library Committees or Subject Advisors are responsible for selecting resources purchased from the Learning Resource Funds. Only recurrent expenditure, such as, for example, journal subscriptions, must be authorized by the Deans of Colleges or Heads of Departments except where a Library Representative has been delegated to do so.
- Responsibility for purchases from the Colleges Funds lies with the designated staff from USTF Library' Academic Support Teams. Suggestions from academic colleagues and students are welcome. The University's Procurement Office must be consulted before any order can be placed.
- Selection of material is expected to be made in the light of the collection development principles and funding arrangements described above and according to certain selection criteria, including:
- Suitability of content, intellectual level, and quality of the scholarship: the materials selected must be relevant to the teaching and research being currently carried out at the University;
- Currency of learning: this is especially important in disciplines where learning dates rapidly;
- Suitability of format: library materials may be acquired in a wide variety of formats; when more than one format is available for the same material (e.g., print and web access, microform, or CD-ROM), criteria for choosing which to acquire include:
  - Ease of access and use (including quality of user interface, when relevant, for all users, including users with disabilities);
  - Licensing conditions and authentication method for e-resources;
  - Storage space required;
  - Comparative costs;
  - Ease of reproduction.
- USTF Library is moving from print to electronic formats wherever possible. As is the case for all available formats, electronic resources will be preferred when there is a significant gain in terms of accessibility and ease of use in relation to the costs involved. However, there are selection criteria and procedures that are specific to electronic resources, namely:
- Comparing contents to assess whether the electronic version is at least as complete as the print or has enhancements to the print (e.g. hyperlinks to related references, datasets).
- Checking license and copyright conditions, including archiving arrangements, to establish whether access to back-files will be removed if the subscription is cancelled.
- Examining preservation issues and assessing whether the back-files will be migrated, as and when necessary, to ensure that they continue to be accessible with newer technology.

- Assessing technical and staff-time implications in terms of network infrastructure, workstation requirements and the extent of any IT support and development required.
- It is recommended that evaluation of electronic resources be carried out, whenever possible, during trial access periods.

f. Deposits

- University regulations stipulate that one bound copy of all USTF graduate dissertations and theses be deposited in USTF Library. It is expected that an increasing number of dissertations and theses will be made available electronically via the university's digital repository.
- It is expected that an increasing number of home-grown digital material, including electronic copies of academic papers produced by staff at USTF, will populate USTF's repository.

g. Donations and free materials

- Gifts, bequests, and deposits are accepted on the understanding that:
  - Items that do not fit the collection development criteria described in this document will be returned to the donor, if requested, or, when appropriate, disposed of by gift, sale, or discard; and
  - USTF Library retains the right to organize and locate donations according to its own judgement;
- Gifts are acknowledged and donation bookplates may be inserted in items added to stock, if requested.

Collection Management

a. Acquisitions, procurements, and license agreements

- The purchase of learning resources in all formats, including access to electronic resources, is managed centrally by USTF Library whether the resources are purchased from the library budget or from the college's budgets.
- All acquisition procedures are automated and carried out on a best value basis within the resources available.
- USTF Library shares USTF commitment in utilizing e-commerce procedures to optimize the efficiency of procurement procedures already in place.
- The selection of suppliers of learning resource materials is carried out through the university's purchasing system, regulations, and procedures.

b. Resource discovery and access

- The cataloguing of all learning resources acquired is managed centrally by USTF Library.
- The catalogue is available to all on a 24 x 7 basis via the University's web site and student portals.
- Remote access to licensed electronic resources is free for all members of the University and is obtained through a system of electronic authentication that is centrally operated by USTF IT Services.

- Physical collections, held on open access shelves, can be accessed free by all members of the University from all USTF library during opening hours. Some material is available for reference only, but most of it can be borrowed on a Short, Week or Long Loan basis.
- Library guides, learning skills training, and other types of support are provided by USTF Library Public Services to enable users to maximize their use of the resources and services available.
- Access to the physical collections by undergraduates, postgraduates and academic staff who are not members of USTF is made possible and regulated by reciprocal access and borrowing schemes to which USTF has signed up.

c. Retention, cancellation, and disposal

- Acute shelving and storage space shortages - USTF library and stores are currently full - combined with the increasing availability of electronic resources and the emphasis placed by universities on the creation of more learning spaces while retaining areas for research work, have led university library to rethink their policies relating to the retention of physical collections. The challenge for university research libraries is to contain or even reduce the need for additional shelving and storage space while retaining collecting levels that are appropriate for the support of high-quality teaching and research. This can be achieved by adopting a two-pronged approach:
  - Purchasing materials in electronic rather than physical formats wherever possible.
  - Discarding - rather than relegating to store - all print and other physical materials that have been replaced by reliably archived electronic resources and all print and other physical materials which no longer meet the teaching and research needs of the University.
- Consultation with academic colleagues on items identified for relegation or disposal will be handled by the Library Manager. Academic staff will be invited to examine lists of material identified for cancellation, relegation, or disposal, via the library services web site, and request re-designation of items that are of concern to them.
- Criteria for selecting items for withdrawal include the following:
  - Books, print journals and other physical items that are no longer relevant to the current and future teaching and research needs of the University (e.g., in subjects that have been dropped by the University), unless it can be demonstrated that they are rare or unique items that are not available in legal deposit libraries in UAE or abroad.
  - Print version of high-use electronic journals where access to archives is secure – either via perpetual access arrangements with publishers or other secure archive services.
  - Print version of low-use journals where access to archives may not be secure, but which are available through the document delivery service.
  - Material, which is held in another preferred format.
  - Abstracts and indexing print run available electronically and where these are available in perpetuity.
  - All duplicates except duplicates of titles listed in current reading lists.

- Single and duplicate copies of old and superseded texts, including textbooks and reference sources, unless it can be demonstrated that they have some historical value.
- Low-use items in poor physical condition that are available in other libraries.
- Stock may be disposed of by transfer to another library within the context of collaborative collection management agreements.
- Stock may also be disposed of by sale, gift or discard.
- Material being considered for withdrawal will be assessed by Specialized Librarians as to its long-term historical value before any other decision is made about its future. Criteria for selection for permanent retention are based upon subject area, rarity of copy and relationship to current Collections development areas.

- Criteria for selecting items for relegation to store include the following:
  - Print version of high-use electronic journals where access to archives is not secure.
  - Low-use books and other physical items - except low-use journals that can be accessed via document delivery service or consulted in other libraries - for which there is no shelving space available in the open-access areas of USTF library.
  - Material that is not part of USTF Library Collections but needs to be kept in closed access for security or preservation purposes (e.g., USTF theses; old pamphlets).
  - Single copies of old and superseded texts, including textbooks and reference sources, when it can be demonstrated that they have some historical value.
  - Books, print journals and other physical items that are no longer relevant to the current and future teaching and research needs of the University (e.g., in subjects that have been dropped by the University), when it can be demonstrated that they are rare or unique items, which are not available in legal deposit libraries in UAE or abroad.
- USTF Library aims to comply with recognized professional conservation standards for all physical collections. In the case of digital preservation - i.e., the storage, maintenance, and accessibility of digital material over the long-term - it will seek to conform to international standards as they are agreed by the learning community and to devise appropriate techniques in collaboration with other learning providers in the light of the latest developments taking place in UAE and worldwide.
- Binding will take place only for high-use material, journals, when no electronic version is available and for low-use material that is rare or unique. High-use journals relegated to store because the electronic archives are not secure will not be bound. A detailed binding policy is in the process of being developed.
- Digitization will also be used, as and when appropriate, to resolve conservation and preservation issues, either as a response to specific events or within the context of a broader conservation strategy.
- High-use items missing from stock or physically unsuitable for further use will be replaced.
- USTF Library is acquiring a security system in place to protect stock from theft and a disaster plan in case of major emergencies, for instance, resulting from fire or flood.

Access to remote collections

a. Document supply and inter-library loans

- Funding for document supply and inter-library loan can be from two sources, Colleges being authorized to purchase vouchers using either their Learning Resource Funds or their own College Funds. Authorization of document supply and inter-library loan applications is the responsibility of each College or Department for its own staff and students. Individuals can pay the cost of vouchers themselves.
- For items, which are not in stock, a license may be agreed with the publisher to make a document available in electronic form via the University's network for a specified timescale. The College concerned will meet cost for this.

b. Physical access to other libraries

- Access to physical collections held in other institutions is made possible and regulated by reciprocal access and borrowing schemes to which USTF has signed up.

Related Policies

- Use of Technology Resources Policy
- Information Technology Policy
- Data and Cyber Security Policy
- Information and Software Technical Support Policy
- Equipment and Software Replacement Policy
- Faculty-Authored Book Policy and Procedures
- Intellectual Property Policy
- Publications Policy

Document History

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Use of Technology Resources Policy

Policy Name	Use of Technology Resources Policy		
Policy Owner	Office of Information Technology	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

The Office of Information Technology (IT) considers all temporary and permanent connections via the University network, to be subject to the provisions of this policy. The Office of IT policy is considered to apply down to the data link layer in the protocol stack of user machines, which users connect to the Office of IT network. All telephone equipment used by the University shall also be covered by this policy. Computing resources not owned or approved by USTF may not be connected to the university's network.

Purpose of the Policy

The policies and procedures of the Office of IT at USTF has developed and implemented are designed with the purpose to make the use of IT resources and services efficient and more effective.

Definitions

- **USTF:** University of Science and Technology of Fujairah.
- **Servers:** Office of Information Technology currently maintains a variety of UNIX, Win 2019 servers for university use. MS Windows systems exist to facilitate software distribution and printing for office and student lab environments.
- **Operating Systems:** Operating systems currently supported (for desktop computers) include Windows 10. There are special requirements for UNIX workstations in the College of Engineering and Technology. Upgrading takes place in a controlled manner.
- **Software and Hardware:** Software and hardware to be installed should be requested by the Dean or director and it may not be installed or connected to the University systems without the approval of the IT Committee. This includes the data and telephone networks.
- **Network:** All University affiliates (faculty, staff and students) are permitted to use the University network and selected computing resources at all times while the network is available.
- **IDF Rooms:** are intermediate distribution frame rooms having a cable rack that interconnects and manages the telecommunications wiring between the main distribution frame (MDF) and workstation devices. The IDF at rooms USTF are under the authority and responsibility of the Office of IT. Everyone within USTF community who uses the University computing and communication facilities has the responsibility to use them in an ethical, professional, and legal manner.

Policy Content and Guidelines

These policies and procedures have been classified into four categories as follows:

- General
- Wireless Networking
- Online Registration
- Use of Computing Services

a. General

The IT policies and procedures related to the use of its resources and the utilization of its services are described below.

General Conditions

- Users' use of IT equipment is subject to their acceptance and compliance with USTF IT Policies and Procedures. They have the responsibility to keep themselves up to date on possible changes in these IT Policies and Procedures, as published, and to adapt to those changes as necessary.
- USTF information technology is for the use of USTF faculty, students, and staff for performing their various activities such as teaching, research, and administration. Any use counter to this, or which interferes with the use of IT resources by other users, is unacceptable.
- Violations of information technology Policies and Procedures typically result in university disciplinary action, which may have serious consequences, and in some cases, may result in a legal action.
- **Helpdesk:** All requests for technical assistance should be directed to the Helpdesk of the Office of IT. Users seeking help regarding an IT issue must refrain from calling IT staff directly.
- **User Accounts:** Accounts are intended to be personal. The individual to whom the account has been created is responsible for ensuring that his/her username and password remain confidential. No one is allowed to use another person's username and password. Users who, for a reason or another, lose their passwords can have their passwords back for free through the Office of IT.

Security

- Threats to the security of information and the integrity of networks at USTF and elsewhere include viruses, hackers, and unauthorized persons. Consequently, it is the responsibility of the user not to disclose his/her password to any person.
- It is prohibited to connect any personal computer, server, printer, firewall, network router, network switch, or other electronic device to the USTF data network without the express approval of the Office of IT.
- When any use of information technology at the University presents an imminent threat to other users or to the University's IT infrastructure, Office of IT may take whatever steps are necessary to isolate the threat, without notice if need be.
- The Office of IT does everything in its power to prevent viruses from entering the USTF network. Measures taken include virus scanners on desktop computers, file servers, and email servers. However, users still need to be vigilant about protecting themselves from viruses, such as downloading suspicious files and opening suspicious attachments.
- Any attack or bid to attack the USTF systems or networks will result in prosecution of the attacker according to the federal laws of the UAE.
- Access to IDF rooms and server rooms is limited to IT staff only.
- **Video Conferencing:** To solicit videoconferencing services, a form containing specific details must be filled in and sent to the Helpdesk. For the Office of IT to make the necessary preparations and conduct testing. If the connection is between USTF and another location within the UAE, or another country, a 72-hour notice is needed.

- **Event organization:** Any college soliciting IT services to help organize an event (other than video conferencing) should give the Office of IT at least a 48-hour notice for the Office of IT to arrange equipment and make necessary preparations.
- **Cancellation:** If the Office of IT is involved in the organization of an event which later is cancelled, the party in charge of the organization should notify the Office of IT of the cancellation as soon as the decision is made.
- **Computer labs:** There are many computer labs run by USTF colleges are accessible to USTF faculty, staff, and students. Some of these labs are supervised by iab supervisors who are charged with the responsibility of assisting users in making use of these labs.
- **Internet:** Internet should be used solely for purposes of research or studies. To prevent slow internet connection, faculty, students, and staff must refrain from downloading audio or video files, or games.

Wireless Networking

The IT wireless policy and procedures have been developed to provide students, faculty, and staff access to a reliable, robust, and integrated wireless network and to enhance security of the University wireless network to the maximum extent possible.

- All USTF users are subject to the following wireless guidelines as well as existing guidelines for the wired network. The wireless network is an extension of the existing network and therefore falls under the control and supervision of the Office of IT.
- All University users must register with the Office of IT to obtain a user account and a password. The purpose of user accounts and passwords is for authentication of users and tracking users and devices, not to limit access. Guests must be registered by an employee or College/Department/Unit. Guest user account may be issued for a limited period.
- Wireless networks are NOT a replacement for wired networks. The purpose of the wireless network is to extend the wired network by providing Web browsing and e-mail access in areas of transient use such as common areas. Wireless networks have a much smaller bandwidth than wired networks; therefore, applications that require a large bandwidth may overload the wireless network. Wireless networks work best when the number of users is limited - the more users, the smaller the share of the bandwidth available to each.
- Only wireless hubs installed and managed by IT will be allowed for use on the USTF wireless network. Students and faculty are not permitted to install their own wireless networking equipment. Departments wishing to implement a wireless network must notify the Technology Service Department. The Office of IT will survey the site and determine the feasibility of a wireless connection. Only hubs pre-evaluated and installed by the Office of IT will be used.
- The Office of IT needs the cooperation of all members of the University in minimizing the potential interference from such "wireless" devices as Bluetooth wireless devices, cordless phones, and audio speakers. The Office of IT requests that the use of all other 2.4 GHz devices be discontinued in USTF-owned buildings. The Office of IT reserves the right to restrict the use of all 2.4 GHz radio devices in all buildings and all outdoor spaces on USTF.
- The wireless network should only be used for mobile computers. Any time wired access is available; it should be used for increased performance.

- Any effort to circumvent the security systems designed to prevent unauthorized access to any USTF wireless network may result in the suspension of all access to USTF network and an appearance before the appropriate disciplinary board.

Online Registration

All continuing degree students at University of Science and Technology of Fujairah can register online for courses. Students may also register in person at the Office Admissions and Registration during prescribed registration dates and times. However, online registration is recommended to avoid long lines and delays in the registration process. Laptop computers will be available in the Deanship of Student Affairs for those wishing to register online with personal assistance from a representative form the Deanship.

- To register, all students must have activated their USTF E-mail accounts. Registration materials will be mailed to all students via postal mail and electronically.
- Students will be allowed to register on specific dates determined by the number of credits they have completed (not registered for). Students must meet with their faculty advisor prior to registration. Once a prescribed set of courses has been determined, academic advisors will release the student for registration. If the student has not been released, the system will not allow him/her to register online.
- To take advantage of online registration, students must have an active USTF e-mail account and have accessed the system. The Office of IT can service any students who have not activated their email accounts.
- All potential holdups for online registration should be resolved before attempting to register online. Students should clear any holds assigned to their accounts and ensure that they have all necessary prerequisites completed. Students will not be allowed to register for courses that meet at the same time, courses that require permission from the instructor for entry, or courses for which the appropriate pre-requisites have not been completed.
- Students will be required to sign a disclaimer before registering online. They will a message before being allowed to continue through the system. Students that do not follow the prescribed program as outlined in the University Catalog for the year they entered USTF may impede their academic progress. By signing the disclaimer, students accept all responsibility for any registration changes they make that were not approved by an academic advisor. The disclaimer reads: I, the undersigned student, accept sole responsibility for registering for the above course(s). I understand that failure to register for this/these course(s) may impede my degree progress. Further, I agree that I will be held liable for any tuition and fees incurred by such registration - whether online or in person - in accordance with the college's policies as published in the current college bulletin or catalog.
- Students may view their account statement (bill) online through the system. The statement will show up-to-the-minute information regarding the schedule, tuition and fee charges, pending financial aid, and account balance.
- The Office of Admissions and Registration will be open on extended hours to assist students in the online registration process.

- In addition to seeing financial statements online, official invoices will be mailed once the registration period has ended.
- Course bulletins will be printed, but the most up-to-date course information will be available on the system.

Use of Computing Services

USTF computing services refer to all computers owned or operated by the University and includes hardware, software, data, communication networks associated with these systems and all allied services. The systems range from multiuser systems to personal computers, whether free standing or connected to networks.

The computing services at USTF are to be used in a manner that supports the mission of the University in fostering the overall academic climate.

Instructions for all Users of students, faculty and staff with privileges on university computing systems and services.

Academic and Professional Ethics. Users must apply standards of normal academic and professional ethics and considerate conduct in the use of all USTF computing systems and services or any other computer system accessed by virtue of their affiliation with USTF. Users agree to and are bound by these and all other applicable rules and regulations, including the student code of conduct and Federal Laws of the UAE.

- **Identification and Authorization.** Users of USTF computing services must be identified either through the physical location of an office computer or through an authorized USTF computer account in the case of multiple user systems. Students may not access or use another person's computer account or allow another person to use his or her account. Users should logout of shared systems and take reasonable precautions to secure access to office or lab computers. USTF computing systems and services may not be used as a means of unauthorized access to computing accounts or systems inside of or outside of the University's systems.
- **Purpose.** Computing services are provided in support of the teaching, research and public service mission of the University and the administrative functions that support this mission. The unauthorized use of USTF computing services for personal profit or other activities not in furtherance of the mission of the University is prohibited. University computing services may be used for personal purposes such as Resume writing, E-mail and Internet (not for chatting), provided that such use does not (i) directly or indirectly interfere with the University operation of computing facilities, (ii) burden the University with noticeable incremental cost, (iii) interfere with the computer user's employment or other obligations to the University, or (iv) violate other University regulations or laws.
- **Copyright and Intellectual Property.** Computer users may use only legally obtained, licensed data or software in compliance with license or other agreements and the UAE copyright or intellectual property laws. Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgement, right to privacy, and right to determine the form, manner and terms of publication and distribution. Because electronic information is volatile and easily reproduced, respect for the work and personal expression of others is especially critical in computer

environments. Violations of authorial integrity, including plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations are grounds for sanctions.

- **Privacy.** Computer users must respect the privacy of others by refraining from inspecting, broadcasting, or modifying data files without the consent of the individual or individuals involved.
- **False Identity.** University users of e-mails or other electronic communications shall not employ a false identity. Nor may e-mails be sent anonymously with the intent to deceive.
- **Interference:** University computing services shall not be used for purposes that could cause or reasonably be expected to cause, directly or indirectly, excessive strain on any computing facilities, or unwarranted or unsolicited interference with others' use of computing services. This provision explicitly prohibits the posting of unsolicited electronic mail to lists of individuals, and the inclusion on electronic mail lists of individuals who have not requested membership on the lists. Students may be required to accept membership in an electronic mailing list for a class in which they are registered or for the purpose of official communications between authorized University personnel and an identified group of students.
- **Improper or Obscene Sites.** Accessing or promoting the access of OBSCENE Internet or World Wide Web Sites, including forwarding links to such sites, is strictly forbidden and grounds for strict disciplinary action up to and including expulsion (see below under Enforcement).
- **Harassment.** USTF computing services may not be used to harass any individual. Sending obscene, threatening or improper messages to another individual is grounds for strict disciplinary procedures. USTF computing systems and services can only be used in a lawful and respectful manner following University codes of conduct and applicable laws of the UAE.
- **Enforcement:** Computer activity is monitored by authorized individuals for purposes of maintaining system performance and security. In instances when users are suspected of abuse of computer usage, the contents of user files may also be inspected by an authorized individual and in the case of student's misuse the Dean of the Student Affairs will be notified. Violations of this or University policies governing the use of University computing services may result in restriction or termination of access to the University information technology resources. In addition, disciplinary action may be applicable up to and including expulsion. Computer use privileges may be temporarily or permanently revoked pending the outcome of an investigation of misuse, at the discretion of the Chancellor, or the Deanship of the Students Affairs in case of students.
- **Copyright and patents.** All data, programs, and files placed on or contained in the University computer systems are subject to the University's copyright, patent, and privacy policies.
- Take proper care of the equipment entrusted in your care. You will be responsible for any damage caused to the equipment.
- Use legally obtained software only. And do not copy university off- University products granted exclusively for university users.
- Do not violate security policy.

- Additional rules may be in effect at specific computer facilities at the discretion of the directors of those facilities.

Related Policies

- Information Resources Policy
- Information Technology Policy
- Data and Cyber Security Policy
- Information and Software Technical Support Policy
- Equipment and Software Replacement Policy
- Faculty-Authored Book Policy and Procedures
- Intellectual Property Policy
- Publications Policy

Document History

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Information Technology Policy

Policy Name	Information Technology Policy		
Policy Owner	Office of Information Technology	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

USTF provides information technology (IT) services and infrastructure for use by members of the university members in support of their university duties. The role(s) and affiliation(s) of an individual (such as student, faculty, and staff) determines which university IT services and infrastructure they can access and their associated responsibilities for use of those services and infrastructure. Faculty, staff, and students who uses the university IT services and infrastructure must comply with this policy. Access to USTF's IT services and infrastructure is primarily authorized and provided through an account issued to USTF members by the Office of IT at the University. Accounts and authorization are not transferable. The person to whom authorization is granted is responsible for all use of that account and is expected to take reasonable steps to ensure the security of the account.

University IT services and infrastructure may be used for incidental personal use. Personal use must not compromise the business of the university, increase the university's costs, or expose the University to additional risk. It must not damage the university's reputation or support an activity that is done for personal profit.

The use of IT services and infrastructure is monitored by the Office of IT. This may include, but is not limited to, gathering data for diagnosing service problems, capacity planning, service enhancement planning, and investigating violations of this policy, other policies, regulations, or laws.

Policy Scope

USTF recognizes the vital role information technology plays in the university's daily operation and realizes the importance of protecting information in all forms. As more information is used and shared in a digital format by students, faculty, and staff, both within and outside the University, an increased effort must be made to protect the information and the supporting technology resources to assure the usability and availability of those Resources. The Policy also addresses privacy and usage of those who access university information technology resources.

Policy Scope

This Policy applies to everyone who accesses USTF information technology resources, whether affiliated with the University or not, whether on campus or from remote locations, including but not limited to students, faculty, staff, contractors, consultants, temporary employees, and guests. By accessing the University information technology resources, the user agrees to comply with the terms and conditions of this Policy.

Office of Information Technology

University of Science and Technology of Fujairah (USTF) provides computing, networking, information, and telecommunication resources to the University community to support

teaching research and administrative processes. Access to Information Technology resources is granted to members of the University community who are enrolled students, employees, or faculty members. The authorized office for running these resources is the Office of Information Technology.

a. **Support Unit**

The Office of IT staff at USTF provide technical support to faculty, staff, and students, including troubleshooting and resolving technical problems reported by users to the Office.

b. Systems and Network Administration Unit

The main responsibilities of this unit consist of maintaining the IT infrastructure, configuring USTF systems to operate in a network in USTF, configuring the network services and perform day-to-day management of the network, network interfaces and network services. This includes maintaining the following:

- LAN connection between campus's buildings
- Internet Connections, with Internet Service Provider (ISP) such as Leased line and ADSL connections.

Another task of this unit is to solve problems that might arise while using the network and systems' services.

c. Teaching and Learning Unit

The primary role is to manage and facilitate the implementation of institutional strategy for academic and administrative staff across the University. The Teaching and Learning section at the Office of IT is working closely with the Vice Chancellor of Academic Affairs (Teaching, Learning and Students), and with colleges, and other administrative offices. The main responsibility is to provide support and guidance on how to use USTF Applications/systems, including the E-Learning Management System, to USTF community, staff, and students. The objectives of the teaching and learning team are the following:

- The technology used in the classrooms and computer labs.
- Tools to enhance the communication between the faculty and students.
- E-Learning Management System, including training to faculty members on how to use.
- E-Assessment which includes the following assessment activates each semester:
  - Advisor
  - Course
  - University's service.
  - IT Orientation documents for USTF's members, students, and staff, on all USTF's services and Applications, and how to access/use them.
- This section is responsible for the following:
  - Create, update, and maintain the IT orientation manuals for USTF staff and students.
  - Give individual and group training sessions.
  - Organize training session with the Office of Human Resources for faculty members on the newly introduced technology.

Information Technology Services

- IT Account Services
- Helpdesk and Support
- Campus LAN/WAN Network.
- Video Conferencing.
- Software and Applications.
- Internet
- Teaching and Learning.
- IT Security, Compliance and Governance.

a. Terms and Conditions of using IT Services

- Office of IT considers all temporary and permanent connections via the University network, to be subject to the provisions of this policy.
- Computing resources not owned or approved by USTF may not be connected to the University's network.
- Office of IT currently maintains Windows Server 2019 servers and above and MS Windows systems exist to facilitate software distribution and printing for office and student lab environments.
- Office of IT has the right to monitor the traffic of all transmissions on networks always maintained by the offices.
- The operating systems are currently Window-based platform. Upgrading of all hardware and software will take place in a controlled manner.
- To install software and hardware should be requested by the Dean or Manager/Director of Office and it may not be installed or connected to university systems without the approval of the Office of IT. This includes the data and telephone networks.
- All University affiliates (faculty, staff, and students) are permitted to always use the University network and selected computing resources while the network I s available.
- IDF rooms are under the authority and responsibility of the Office of IT. Everyone within the USTF Network community who uses University computing and communications facilities has the responsibility to use them in an ethical, professional, and legal manner.
- Violations of Information Technology Policies and Procedures typically result in university disciplinary action, which may have serious consequences, and in some cases, may result in a legal action.

b. Policies and Procedures for using IT Services

- The policies and procedures of the Office of IT have been developed and implemented with the main aim of providing IT resources and services to all its users in an efficient and effective manner. These policies and procedures have been classified into the following categories:

c. IT Account Services:

- The Office of IT is providing number of services mentioned below that are personalized to USTF staff and students. All accounts are intended to be personal. The individual to whom the account has been created is responsible for ensuring that his/her username and password remain confidential. No one is allowed to use another person's username and password.
- **USTF User Account (Staff members)**: USTF full-time faculty and staff members should have Passwords/User Account. It will be created automatically after adding the employee to the HR System. The employee should receive an SMS and email with his/her Password/User Account details and how to use it. The created password will be used at the first login only, and then the user should reset it.
  - Part-timers may request Password/User Account for each service independently. It will be created temporarily for a period of one semester, and then it will be disabled automatically. The user may call Helpdesk to reactivate it. The Helpdesk should contact the HR first to confirm that the user is still working for USTF. The staff members may contact the Helpdesk to reset the password in case of losing it. The cancelation process for the fulltime employees will be done automatically when the employee completed the clearance process and his/her status is changed to inactive on the HR System. However, the Office of IT may disable the access to USTF's services before completing the clearance process without notice under the below conditions, when there is a risk of sabotage the data, corrupting or abusing any of the systems/services:
  - The employee has Admin privilege or power user on any of USTF systems.
  - The employee has been dismissed for ethical reasons.

  The line manager requested to disable the User Account of resigned/dismissed employee.

  USTF user may use the USTF User Account to access the below services:
  - USTF LAN/WAN Network
  - Wi-Fi
  - Email
  - eMADA System
  - Dynamic AX System
  - E-Learning Management System (Moodle).
  - File Sharing.
- **USTF Student User Account:** All freshmen students should receive by SMS and email an identification letter with their Password/User Account details and how to use it after the drop/add period of each semester.

  The student may use the user account to access all the below USTF web services:
  - Computer labs.
  - Wi-Fi
  - Email
  - E-Learning Management System (Moodle)

- Online Registration System (ORS).

d. Helpdesk and Support

The user should contact the helpdesk to log a request by email, then accordingly, a work order should be queued in the tracking system, and the user request will be processed within a predefined time assigned by the tracking system automatically according to the request priority. The request will be escalated management level in case it is not resolved within the assigned time.

The Helpdesk has three levels to handle the user requests.

- **First Level:** Provides resolutions that often belong to a knowledge base accumulated from previous experiences.
- **Second Level:** In case the request has not been completed, it will be escalated to the second, higher, level that has the necessary resources to handle more difficult specialized requests.
- **Third Level:** USTF also have a third, higher, level, line of support which often deals with software specific needs, such as updates and bug-fixes that affect the client directly.

The assigned technician should log the case details, and how he/she has resolved it; and then close the order. The tracking system will send to the user an email automatically upon closing the order informing them that the request has been resolved and the order is closed.

e. USTF LAN/WAN Network:

The I.T. Network policy and procedures have been developed to provide students, faculty, and staff access to a reliable, robust, and integrated wireless network and to enhance security of the campus wireless network to the maximum extent possible.

- All users are subject to the following wireless guidelines as well as existing guidelines for the wired network. The wireless network is an extension of the existing network and therefore falls under the control and supervision of the Office of IT. Due to the complex nature of wireless technologies, it is imperative that users of the wireless network follow the guidelines and policies outlined in the following.
- All network users must register with the Office of IT to obtain a user account and a password. The purpose of user accounts and passwords is for authentication of users and tracking users and devices, not to limit access. An employee or Faculty/Office/Unit must register guests and part timers. Guest/ part timer user account shall be issued for a limited period.
- Wireless networks are NOT a replacement for wired networks. The purpose of the wireless network is to extend the wired network by providing Web browsing and e- mail access in areas of transient use such as common areas.
- Only wireless hubs installed and managed by IT will be allowed for use on the USTF wireless network. Students and faculty are not permitted to install their own wireless networking equipment. Offices wishing to implement a wireless network must notify the Office of IT. The Office of IT will survey the site and determine the feasibility of a wireless connection. Only switches pre-evaluated and installed by the Office of IT will be used.

- Wireless network should only be used for mobile computing. Any time wired access is available; it should be used for increased performance.
- Any effort to circumvent the security systems designed to prevent unauthorized access to any AT wireless network may result in the suspension of all access to USTF network and an appearance before the appropriate disciplinary board.

f. The Internet

The purpose of the Office of IT is to provide guidelines as well as the contract for use of the USTF Internet connection. This is to ensure that all who use the USTF Internet connection, both students and faculty, use this valuable resource in an appropriate manner.

The most important prerequisite for someone to receive an account on the USTF Internet connection is that he/she take full responsibility for his/her own actions. USTF Office of IT, along with the other organizations sponsoring this Internet linkup, will NOT be liable for the actions of anyone connecting to the Internet through this hookup. All users shall assume full liability - legal, financial, or otherwise - for their actions.

Individuals who use the computer facilities of the USTF Internet connection must use these resources in an appropriate manner. Misuse of computer facilities is a violation of the USTF IT policies and may also be a violation of the law if data of other computer users are disturbed or the privacy rights of individuals are violated. In addition, USTF Office of IT takes no responsibility for any information or materials transferred through the USTF Internet connection. All users of USTF Internet connection are therefore required to comply with the following:

- No obscene or offensive material shall be entered into or sent through the USTF Internet connection, web sites, whose access is prohibited by ETISALAT in UAE, are also prohibited in the Internet labs.
- Users shall not deliberately attempt to degrade system performance or capability.
- Loopholes in computer systems, knowledge, or special passwords shall not be used to damage a system or file, or to change or remove information in a system or file without authorization.
- Reconfiguring the hardware arrangement by unplugging cables and moving hardware from one workstation to another is absolutely prohibited.
- Online chatting, food, drinks, and smoking is forbidden in the computer lab.
- Only one person at a time can use the lab computer, and No one has the right to reserve a PC for anyone.
- The student may use the printer in the computer lab, if available, and print up to 20 pages per day any material related to his/her subject of study, under the supervision of a lab supervisor.
- Users have the right to complain about the Internet lab supervisor if you see any abuse of the above rules, complaints are to be submitted to the Office of IT.

g. Teaching and Learning:

The University has several policies and procedures that govern teaching and learning practice:

- All users of the learning and teaching tools and resources must adhere to the University's Appropriate Use of Campus LAN/WAN Network, IT Security, Governance and Compliances Policies mentioned in this document.
- Delivery and access to copyright materials of teaching and learning, including the Learning Management System (Moodle) and orientation documents, must adhere to guidelines in compliance with Copyright Law in effect in the United Arab Emirates. In addition, all other copyright use must comply with University Policy.
- USTF is not responsible for the misuse, accuracy, integrity, and/or legality of the content uploaded to the LMS by its students, staff, or faculty. The University is not responsible for content linked to LMS to external web sites.
- No users of the LMS must use the system for purposes other than teaching learning activities approved by the official university bodies. Only sponsored agencies connected to the University including accrediting agency representatives, presenters, and course coordinators may be granted access to Moodle with approval from the appropriate channels including program coordinators and college deans or other university executives including the Vice Chancellor for Academic Affairs or the Chancellor. The office of information technology staff should notify the course instructor when any external agent is added to the system, such as an MoE inspection member or a CAA ERT member.
- Access to the LMS is granted to currently enrolled students, instructors and academic administrators on record for published term courses. Course rosters are generated via official enrollments in eMada System. Course owners and administrators should not grant course access to students not listed in the official roster using student email addresses.
- Faculty and staff hosting a course on Moodle shall comply with all the UAE laws and all institutional rules, policies, and procedures in force.
- Illegal content or content that is in violation of the University's policies or contractual agreements shall be removed from a course account, when requested by the instructor of record or other appropriate academic administrator whose duty is to monitor the content continuously.

h. User Management and Access to LMS

- All users of LMS must access the system through a designated account, which is provided by the USTF IT Office, and is the same as the user's University User Account (network username and password).
- The instructor(s) of record (IOR) and students enrolled in a course as listed in eMada System will have access to the course site in the LMS.
- Official student enrollments will be managed from eMada including adding new students, student withdrawals, and drops.
- For purposes of program curriculum management and continuous quality control, college dean and department head may request course access from USTF IT Office and will be

granted access to courses to review and perform assessment activity including, but not limited to, viewing learning outcomes, course analytics, and usage.

- Faculty may not create courses/sections on behalf of external users and former students and extend system access to said users for the purposes of pursuing activity unrelated to official University business. Any such accounts discovered will be removed by the IT staff.
- Access to the LMS may be disabled or suspended for users who display inappropriate behavior per the University's Acceptable Use Policy and other guiding policies that define appropriate conduct for university employees and students. Students who misuse the LMS will be referred to the Student Affairs Disciplinary Committee.

i. IT Security, Compliance and Governance:

- **Security**:

To increase the level of security at USTF Account (Network and email) and USTF System, and to minimize the level of attacks of viruses, worms, trojans and hackers.

- **Virus Protection:**

Viruses and other malware are a constant threat to all computer users. They can be picked up in many ways. Therefore, the Office of IT applied the below group policy on all USTF users and PCs:

  - Installed Antivirus and Antimalware in all USTF's PCs.
  - Set policy to push the updates in regular bases.
  - Limited the Admin privilege to the technical team who are responsible of installing software and applications.

- **Password Policy:**

  The Office of IT has implemented the following security measures on passwords:

  - **Applied Settings for Network Password Policy:**
    - Maximum Password Age is 60 days (meaning that users must change the domain password every 60 days)
    - Minimum Password Length is 8 characters.
  - **Applied Password Policy on Desktop:** Enable Password Screen Saver option after 10 minutes of idle session. This option would force the user if he/she did not use the computer for 10 minutes to re-enter the password. In case another user comes to use the computer, he/she should restart the computer and login with his/her network account.
  - **Account lockout policy:** Account lockout policy disables a user's account if an incorrect password is entered for a particular number of times over a specified period. These policy settings help us to prevent attackers from guessing users' passwords, and they decrease the likelihood of successful attacks on the university network.
    - Account Lockout Duration: 60 minutes
    - Account Lockout Threshold: 5 invalid logon attempts
    - Reset account lockout counter after 20 Minutes.

- **Compliance and Governance:**

The Office of Information Technology (IT) is neither an investigative nor a disciplinary entity in its primary responsibilities. However, in cases where University resources and privileges are abused or otherwise threatened, the office may be asked to take appropriate steps. Immediate revocation of access and subsequent prosecution by the authorities, for example, might be directed. Such revocation may be appealed to the IT committee.
Another example would be to both discipline and hold accountable an individual who damages IT resources. Improper access or modification of USTF information in a computer system may also bring a stiff penalty.

j. Prohibited acts include but are not limited to the following:

- Threats to the security of information and the integrity of networks at USTF and elsewhere include viruses, hackers, and unauthorized persons. Consequently, it is the responsibility of the user not to disclose his/her password to any person.
- It is prohibited to connect any personal computer, server, printer, firewall, network router, network switch, or other electronic device to the USTF data network without the express approval of the IT & Networks Director.
- When any use of information technology at the University presents an imminent threat to other users or to the University's technology infrastructure, network & systems administrators may take whatever steps are necessary to isolate the threat, without notice if need be.
- The Office of IT does everything in its power to prevent viruses from entering the USTF network. Measures taken include virus scanners on the desktop computers, file servers, and email servers. However, users still need to be vigilant about protecting themselves from viruses, such as downloading suspicious files and opening suspicious attachments.
- Any attack or bid to attack the USTF systems or networks will result in prosecution of the attacker according to the federal laws of the UAE.
- Access to IDF rooms and server rooms is limited to IT staff only.
- Intentional denial of computing service to other users.
- Exploitation of insecure accounts or resources.
- Attempting to guess, crack or otherwise determine another user's password.
- Interception of network transmissions with hardware or software "sniffers".
- Forging of electronic mail or electronic news or otherwise misrepresent themselves or other individuals in any electronic communication.
- System administrators are not to use their access to examine the private information of other users except while resolving problems and where access to such information is necessary. In these cases, IT staff are required to seek permission and oversight.
- IT staff may not transfer resources (hardware, software, documentation, etc.) from designated locations without the explicit permission of their supervisor.
- USTF employees or students may not load any software onto their workstations or servers, which has not been purchased or is not free. Software identified as "shareware" should be examined carefully to ensure there is compliance with any licensing

requirements. Under no circumstances will software binaries from unknown or illegal sources be placed on workstations or servers.

- Under no circumstances will USTF employees or students share account passwords, key combinations, alarm codes, keys, access cards or any other access control mechanism for any University resource or facility with any individual in a manner inconsistent with the policies established by their supervisor. In the absence of such policies, employees must have the explicit permission of their supervisor to share any access mechanism to any office resource.
- IT management reserves the right to audit University owned workstations and servers without warning for verifying software-licensing compliance.
- USTF employees or students may not load or install any software that may abuse the bandwidth of USTF Network/Internet.
- All computer and network access is denied unless expressly granted. Access is generally granted by the Office of IT in the form of computer and network accounts to registered students, faculty, staff, and others as appropriate for such purposes as research, education (including self-study), or University administration. University accounts are protected by passwords.
- Accounts are assigned to individuals and are not to be shared unless specifically authorized. You, the user, are solely responsible for all functions performed from accounts assigned to you. Anything done through your account may be recorded. It is a violation of University Policy to allow others to use your account. It is a violation to use another person's account, with or without that person's permission.
- The password, used with the account, is the equivalent of an electronic signature for the user. The use of User Account and password authenticates the identity and gives an on-line affirmation the force of a legal document. The user should guard the password and account as he/she would his/her check book and written signature. It is a violation of this Policy to divulge your password to anyone. It is a violation to attempt to learn the password to another person’s account, whether the attempt is successful or not.
- The User may not attempt to disguise his/her identity, the identity of your account or the machine that you are using. The user may not attempt to impersonate another person or organization.
- The User may not attempt to monitor other users' data communications; he/she may not infringe the privacy of others' computer files; the user may not read, copy, change, or delete another user's computer files or software without the prior express permission of the owner.
- The User may not engage in actions that interfere with the use by others of any computers and networks. Such conduct includes but is not limited to: the placing of unlawful information on the system, the transmitting of data or programs likely to result in the loss of the recipient's work or system downtime, the sending of "chain letters" or "broadcast" messages to lists or individuals, any other use that causes congestion of the networks or interferes with the work of others.

- The User may not engage in actions that threaten or intentionally offend others, such as the use of abusive or obscene language in either public or private messages, or the conveying of threats to individuals or institutions by way of USTF computers and/or networks.
- The User may not attempt to bypass computer or network security mechanisms without the prior express permission of the owner of that computer or network system. Possession of tools that bypass security or probe security, or of files that may be used as input or output for such tools, shall be considered as the equivalent to such an attempt.
- The User may not alter, copy, or translate software licensed to another party. The user may not make available copyrighted materials without the express permission of the copyright holder. Respect for intellectual labor is vital to the academic discourse. Violations of authorial integrity, plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations may be grounds for university sanctions as well as legal prosecution.
- Anyone who does not abide by the rules above will be referred to the university Law Affairs.

k. **To summarize, access to university computing and communications equipment and** facilities may be revoked for reasons including, but not limited to:

- Attacking the security of the system;
- Modifying or divulging private information such as file or mail contents of other users without their consent;
- Misusing or abusing Internet/Network by using Internet tools or software that may affect the performance of the Internet/Network;
- Modifying or destroying University data;
- Using the networks/Internet in a manner contrary to the established guidelines;
- Users who are using a different domain other than USTF domain.
- Software Piracy

Finally, users may not read sensitive information simply because it is accessible to them - because of accidental exposure and/or through the malice of others who have broken into a system or are misusing their access privileges. When sensitive information is recognized as such, it should not be examined further, but reported to the keeper of the materials, if known, or reported to management, if not.

Use of Technology Resources

The Office of IT, as a responsible of providing and maintaining the IT technologies used in USTF's teaching facilities, classrooms, and computer labs, sets the following policy:

- The university ID is to be shown to the computer lab supervisor and the supervisor has the right to check the ID at any time.
- University computer systems shall not be used for commercial purposes without written authorization of the university's management.

- Files, sign-on, usernames, passwords, and computer output belonging to an individual or the institution are considered personal property. Users shall not examine, change, or use another person's files, output, or usernames for which they do not have explicit authorization. The same restriction applies to institutional files.
- Students should notify the supervisor if the PC is slow or not working properly; consequently, supervisor to notify helpdesk if he/she is unable to resolve the issue.
- Users cannot install any programs from the Internet.
- All users must log off when their time is over and/or they have to leave the lab.
- All PCs are managed by IT, including the security settings and Virus Protection policy.
- Any software needs to be installed on computer labs should be reported to Office of IT. The installation shall be processed as the per the request process of the Helpdesk and Support services.
- Anyone who does not abide by the rules above will be referred to the student's affairs.

Maintenance and Replacement of Computing and Network Resources

The policies and procedures of the Office of IT for periodic maintenance, updating, and replacement of computing and network resources are as given below:

- **Periodic Maintenance and Updating:**
  - The Office of IT is responsible for providing and maintaining (or arranging maintenance for) all computing and network resources including faculty and staff PCs. It is also responsible for maintaining and upgrading of IT resources, hardware, and software, for all computing laboratories in the University.
  - In addition to periodic maintenance of computing and network resources provided by the Office of IT, the faculty and staff can contact the Helpdesk of Office of IT for any needed maintenance. The Office of IT shall promptly respond to the request and carry out the required maintenance job.
  - Within its life cycle, as defined in the following section, computers should require maximum of three major software upgrades (operating system or office suite) and should generally not require a hardware upgrade. However, if the user's requirements change, necessitating a change in hardware configuration, only one upgrade (RAM, hard disk, and processor) should be scheduled during the equipment's life cycle.
  - For each computing lab, the Lab Supervisor shall be responsible for monitoring the operation of all hardware and software resources in the lab. He/she shall immediately report to the Office of IT of the University about any malfunction of PCs or other computing and network resources. The Lab Supervisor shall also be responsible for general maintenance and for ensuring that students have no difficulty in efficiently utilizing all resources (hardware and software) throughout the semester. In addition, at the end of each semester, all resources in the lab shall be thoroughly evaluated and maintained. In this regard, he/she shall contact the Office of IT for any needed support for periodic maintenance or upgrading at the end of each semester.

- Subsequently, the Lab Supervisor shall submit a report to the Lab Committee of the concerned Faculty at the end of each semester about the functioning and adequacy of the hardware and software resources in the lab and steps taken for periodic maintenance and upgrading, if carried out.
- The Lab Committee of each Faculty shall coordinate with the Office of IT to ensure that all resources in the computing labs of the concerned Faculty are regularly maintained and upgraded, if needed, to the satisfaction of the Lab Committee, faculty members, Lab Supervisors, and students.

- **Periodic Replacement:**
  - The University life cycle for teaching and learning computer and lab computers/workstations is four to five years. The life cycle for university and lab computers is determined by the application software and will be established individually.
  - Areas that require more technology that is contemporary may receive new computers more often than every four to five years' life cycle. These locations are to be established in consultation with the Faculty's Deans and identified on the replacement schedule.
  - Replaced computers that are less than five years old will be recycled into locations to obtain an effective four to five years of primary use and maintain the University on an overall four-year replacement cycle.
  - Recycled computers should remain in their second location for at least one year.
  - The distribution of recycled equipment is to be identified in the replacement schedule and managed by campus and central representatives for their respective inventories.
  - For budgeting purposes, computer replacement should be included as an annual, specifically identified line item in the college's budget.
  - Replacement computers are to be purchased on a university-wide basis. The University establishes a standard computer configuration for each purchasing cycle. Some installations require additional options. A procedure will be developed in consultation with Financial and the office of Procurement to determine how options should be budgeted and purchased.
  - A replacement schedule will be maintained as part of the University's computer inventory. The inventory/schedule will be maintained through the Office of IT.
  - The Office of IT will be responsible for maintaining inventory/replacement information on the equipment within their areas and for requesting any changes in replacement time frames. The Office of IT will prepare the University's budget request for replacements and provide it to the office of Finance and Office of Procurement at the appropriate time.
  - For planning purposes, a computer's projected replacement date should be established when initially acquired.
  - Replacement ordering will occur within the University's established computer ordering cycles.

- Computers purchased should be deployed so they equip entire offices or labs during one purchase cycle. Users within definable networks, classes, offices, and areas should all be working with hardware and software of the same vintage, except as follows:
  - Some office computers will not have the same software requirements as the rest of the office's equipment. For example, a PC may be a single function device used by a university aide where compatibility or efficiency of use is not a major factor. Here, a recycled PC or a PC replaced less often may be more appropriate if the presence of this computer on the network does not inhibit network security or functionality. The computer inventory/replacement schedule will document where these ancillary computers are used.
  - Computers should be purchased with enough technical capacity to support the user through the entire life cycle. The selection should seek to balance an increased life cycle resulting from purchasing increased capabilities against the initial cost. The standard PC configuration should not be modified external to the review/approval/involvement of the Office of IT.
  - Computers are the property of the University. When a computer is replaced, it becomes available for reassignment to other uses at the University. Recycling plans are identified in the University's replacement schedule and will be managed by central and campus staff.
  - Distribution decisions are made on a university-wide basis in advance of replacement. Upon the installation of a replacement computer, the recycled PC is normally returned to the warehouse or campus storage location awaiting redistribution after all new replacement computers are installed.
  - Requests for recycled computers should be made to the campus Office of IT. Each campus and central will develop procedures for managing recycle requests.
  - If an additional PC is needed within an office, the campus should first look to acquire a unit from stock, of the same vintage as the rest of the office's equipment. The goal is to keep the entire office/unit on its initial replacement schedule and all users on the same software versions.

Back up Policy

This policy aims to protect the information assets of USTF and prevent the loss of data in case of an accidental deletion or corruption of data, system failure, or disaster. Furthermore, it will help manage and secure backup and restoration processes and the media employed in the process.

a. Policy Statement

- Data Backup is the responsibility of the Office of IT who defined which data/information to be backed up, the Recovery Point Objective, and the Retention time.
- All backed-up data/information are stored in a safe places on-campus and off-campus.
- This policy applies to the below mentioned servers/systems in the Information Technology Department:
  - Library System.

- SIS/ORS Database
- HR Database
- Dynamic AX
- Domain Controller (DC) Servers.
- Windows Servers.
- Archiving System.
- E-Learning System; and
- University Website.

- Backup retention periods contrast with retention periods defined by the business requirements.
- The retention periods of information contained within the system level backups are designed for recoverability and provide a point-in-time snapshot of information; as it existed during the time defined by system backup policies.
- System backups are not meant for archiving data for future reference.

b. Policy Description

Systems will be backed up according to the below schedule:

Data	Backup Type	Time	Location
SIS	SQL DB Backup (Full)	Daily at 20:00	Data Domain
Dynamics-AX	SQL DB Backup (Full)	Daily at 20:00	Data Domain
HR-OPAL	SQL DB Backup (Full)	Daily at 20:00	Data Domain
ORS	App Data Full	Daily at 20:00	Data Domain
Library System	SQL DB Backup (Full)	Daily at 20:00	Data Domain
	App Data Full	Twice a week Tues, Sat 22:00	Data Domain
DC Servers	Full Backup	Twice a week Mon, Fri 02:00	Data Domain
Windows Severs	Full Backup	Twice a week Mon, Fri 2:00	Data Domain
Archiving System.	SQL DB Backup (Full)	Daily At 20:00	Data Domain
	App Data Full	Twice a week Mon, Fri 2:00	Data Domain
University Website	Full backup	Twice a week Mon, Fri 20.00	Data Domain
E-Learning System	Full backup	Daily at 20:00	Data Domain

- Backups will be written to Data Domain Appliance and stored in the Data Center.
- Daily backups will be maintained for 30 days
- Weekly backups will be maintained for a period of three Months.
- Monthly backups will be maintained for 12 months.
- Yearly backups will be maintained for 5 years.
- Avamar System Manager will clean up old backup according to USTF Backup Policy.
- Media will be retired and disposed of as described below; Prior to retirement and disposal, IT will ensure that:
  - The media no longer contains active backup images
  - The media's current or former contents cannot be read or recovered by unauthorized party
- Backups will be verified periodically
- On a daily basis, logged information generated from each backup job will be reviewed for the following purposes:

  - To check for and correct errors.
  - To monitor the duration of the backup job.
  - To optimize backup performance where possible.
- The IT will identify problems and take corrective action to reduce any risks associated with failed backups.
- Random test restores will be done once a week, in order to verify that backup shave been successful
- The IT will maintain records demonstrating the review of logs and test restores to demonstrate compliance with this policy for auditing purposes.

c. Data Recovery

- In the event of a catastrophic system failure, off-site backed up data will be made available to users within three working days, if the equipment destroyed has been replaced by that time.
- In the event of a non-catastrophic system failure or user error, on-site backed up data will be made available to users within one working day.

d. Restoration Requests

- In the event of an accidental deletion or corruption of information, requests for restoration of information will be made.

e. Responsibilities

- Backups and Data Recovery for the below mentioned systems is done by System team members:
  - Library System.
  - SIS/ORS Database
  - HR.OPAL Database
  - Dynamic AX
  - Domain Controller (DC) Servers.
  - Windows Servers.
  - Archiving System.
  - E-Learning System
  - University Website
  - Backups and Data Recovery for the eMada System, ORS and E-Learning system are done by outsource to Renaissance InfoTech Company as it takes care of the support.

Related Policies

- Information Resources Policy
- Data and Cyber Security Policy
- Information and Software Technical Support Policy
- Equipment and Software Replacement Policy

- Faculty-Authored Book Policy and Procedures
- Intellectual Property Policy
- Publications Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	Office of Information Technology	VCAFA	BOT
V 2.0	08/02/2021	Approval of the Updated Policy	Office of Information Technology	VCAFA	BOT
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Data and Cyber Security Policy

Policy Name	Data and Cyber Security Policy		
Policy Owner	Office of Information Technology	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This policy outlines the technical process of protecting USTF's data, computer systems, networks, and information from unauthorized access or destruction by using a variety of different strategies and tools. The processes include physical security, cyber security, which must be constantly monitored to minimize risk to university resources and assets.

Purpose of the Policy

The purpose of this policy is to set a rule for protecting USTF account (student and staff), USTF's data, and IT resources.

Definitions

- **USTF:** University of Science and Technology of Fujairah
- **IT:** Information Technology.
- **IT Resources:** IT resources include but not limited to the following:
  - Systems such as Archiving System, and Library System.
  - Software
  - Hardware and Services.
  - USTF Computer Labs
  - College Computers, Desktop or Laptop.
  - Terminals.
  - Modems.
  - Printers.
  - Networks (wired and wireless).
  - Telecommunication devices (landline and mobile phones, PABX, faxes).
  - Storage media and related equipment, and data files owned or managed by the University.
  - Email (Students and Faculty).
- **Network and Security:** Network hardware and the services operating on the hardware or utilizing the hardware to perform tasks. USTF utilizes both wired and wireless networks.
- **Cyber Security:** is defined as the technologies, processes, and practices designed to protect services, networks, electronic systems, devices, programs, and data from attack, damage or unauthorized access.
- **Passwords/User Account:** The mode of secured personal access to pre-determined IT resources.
- **User:** Any person who makes use of any IT system, hardware or service owned or leased by USTF.
- **Technical Support:** Providing maintenance service for all faculty members and students in USTF with the IT resources.
- **Helpdesk:** Helpdesk is an information and assistance resource that troubleshoots problems faced by college members, administrative faculty and students related to IT

resources, Network and Security, and Password/User Account. For purposes of this policy, unless otherwise stated, the following definitions and abbreviations shall apply:

a. User Accounts:

- Accounts are intended to be personal. The individual to whom the account has been created is responsible for ensuring that his/her username and password remain confidential. No one can use another person's username and password.
- User Account (Faculty members):
- USTF full-time members should have Passwords/User Account. It will be created automatically after adding the employee to the HR system.
- The employee should receive a letter and email with his/her Password/User Account details and how to use it. The created password will be used at the first login only, and then the user should reset it.
- Part-timers may request Password/User Account for each service independently. It will be created temporarily for a period of one semester, and then it will be disabled automatically. The user may call Helpdesk to reactivate it. The Helpdesk should contact the HR first to confirm that the user is still working for USTF.
- The faculty members may contact the Helpdesk to reset the password in case of losing it.
- The cancelation process for the fulltime employees will be done automatically when the employee completed the clearance form and his/her status is changed to inactive on the System.
- To increase the level of security at USTF Account (Network and email) and the System, and minimize the level of attacks of viruses, worms, Trojans, and hackers, please note that we have implemented the following security measures:

b. User Account (Student):

- All freshmen students should receive an identification letter with their Password/User Account details and how to use it after the drop/add period of each semester.
- All registered students should have Passwords/User Account.
- The Password/User Account will remain active during the whole study period only.
- Students who, for a reason or another, lose their passwords must pay an AED 15/- fine in return for having it back.

c. Account lockout policy:

- Account lockout policy disables a user’s account if an incorrect password is entered for several times over a specified period. These policy settings help us to prevent attackers from guessing users' passwords, and they decrease the likelihood of successful attacks on the University network.
- Account Lockout Duration: 60 minutes
- Account Lockout Threshold: 50 invalid logon attempts
- Reset account lockout counter after 30 Minutes.

d. Network and Security

Security:

- Threats to the security of information and the integrity of networks at USTF and elsewhere include viruses, hackers, and unauthorized persons. Consequently, it is the responsibility of the user not to disclose his/her password to any person.
- It is prohibited to connect any personal computer, server, printer, firewall, network

router, network switch, or other electronic device to the USTF data network without the express approval of the IT and Networks Director.

- When any use of information technology at the University presents an imminent threat to other users or to the University's technology infrastructure, network and systems administrators may take whatever steps are necessary to isolate the threat, without notice if need be.
- The Office of IT does everything in its power to prevent viruses from entering the USTF network. Measures taken include virus scanners on the desktop computers, file servers, and email servers. However, users still need to be vigilant about protecting themselves from viruses, such as downloading suspicious files and opening suspicious attachments.
- Any attack or bid to attack the USTF systems or networks will result in prosecution of the attacker according to the federal laws of the UAE.
- Access to IDF rooms and server rooms is limited to IT faculty only.

Network:

The IT Network policy and procedures have been developed to provide students, college, and faculty access to a reliable, robust, and integrated wireless network and to enhance security of the campus wireless network to the maximum extent possible.

- All USTF users are subject to the following wireless guidelines as well as existing guidelines for the wired network. The wireless network is an extension of the existing network and therefore falls under the control and supervision of the Technology Service Department. Due to the complex nature of wireless technologies, it is imperative that users of the wireless network follow the guidelines and policies outlined in the following.
- All University network users must register with the IT Dept. to obtain a user account and a password. The purpose of user accounts and passwords is for authentication of users and tracking users and devices, not to limit access. Guests must be registered by an employee or College/Department/Unit. Guest user account shall be issued for a limited period.
- Wireless networks are NOT a replacement for wired networks. The purpose of the wireless network is to extend the wired network by providing Web browsing and e-mail access in areas of transient use such as common areas. Wireless networks have a much smaller bandwidth than wired networks; therefore, applications that require a large bandwidth may overload the wireless network. Wireless networks work best when the number of users is limited - the more users, the smaller the share of the bandwidth available to each.
- Only wireless hubs installed and managed by IT will be allowed for use on the USTF wireless network. Students and college are not permitted to install their own wireless networking equipment. Departments wishing to implement a wireless network must notify the Technology Service Department. The Technology Service Department will survey the site and determine the feasibility of a wireless connection. Only hubs pre-evaluated and installed by the Technology Service Department will be used.
- The Technology Service Department needs help from all members of the campus community in minimizing the potential interference from such "wireless" devices as Bluetooth wireless devices, cordless phones, and audio speakers. The Office of IT requests that the use of all other 2.4 GHz devices be discontinued in USTF owned buildings. The

Technology Service Department reserves the right to restrict the use of all 2.4 GHz radio devices in all buildings and all outdoor spaces on the USTF campus.

- Wireless should only be used for mobile computing. Any time wired access is available; it should be used for increased performance.
- Any effort to circumvent the security systems designed to prevent unauthorized access to any USTF wireless network may result in the suspension of all access to USTF network and an appearance before the appropriate disciplinary board.

e. Prohibited Acts and Proper Resource Utilization

The Office of IT is neither an investigative nor a disciplinary entity in its primary responsibilities. However, in cases where University resources and privileges are abused or otherwise threatened, the department may be asked to take appropriate steps. Immediate revocation of access and subsequent prosecution by the authorities, for example, might be directed. Such revocation may be appealed to the IT committee.

Another example would be to both discipline and hold accountable an individual who damages IT resources. Improper access or modification of USTF information in a computer system may also bring a stiff penalty.

f. Prohibited acts include but are not limited to the following:

- Intentional denial of computing service to other users.
- Exploitation of insecure accounts or resources.
- Attempting to guess, crack or otherwise determine another user's password.
- Interception of network transmissions with hardware or software "sniffers".
- Forging of electronic mail or electronic news or otherwise misrepresent themselves or other individuals in any electronic communication.
- System administrators are not to use their access to examine the private information of other users except while resolving problems and where access to such information is necessary. In these cases, IT faculty is required to seek permission and oversight.
- IT faculty may not transfer resources (hardware, software, and documentation) from designated locations without the explicit permission of their supervisor.
- USTF employees or students may not load any software onto their workstations or servers, which has not been purchased or is not free. Software identified as "shareware" should be examined carefully to ensure there is compliance with any licensing requirements. Under no circumstances will software binaries from unknown or illegal sources be placed on workstations or servers.
- Under no circumstances will USTF employees or students share account passwords, key combinations, alarm codes, keys, access cards or any other access control mechanism for any University resource or facility with any individual in a manner inconsistent with the policies established by their supervisor. In the absence of such policies, employees must have the explicit permission of their supervisor to share any access mechanism to any department resource.
- USTF faculty or college who bring vendors or personal guests into USTF IT facilities must make sure that these guests are always escorted with care given to protecting USTF equipment, facilities, and information.
- IT management reserves the right to audit University owned workstations and servers without warning for the purpose of verifying software-licensing compliance.

- USTF employees or students may not load or install any software that may abuse the bandwidth of USTF Network/Internet.
- All computer and network access are denied unless expressly granted. Access is generally granted by the Office of Information Technology in the form of computer and network accounts to registered students, college, faculty, and others as appropriate for such purposes as research, education (including self-study), or University administration. University accounts are protected by passwords.
- Accounts are assigned to individuals and are not to be shared unless specifically authorized. You, the user, are solely responsible for all functions performed from accounts assigned to you. Anything done through your account may be recorded. It is a violation of University Policy to allow others to use your account. It is a violation to use another person's account, with or without that person's permission.
- The password, used with the account, is the equivalent of an electronic signature for the user. The use of user-id and password authenticates the identity and gives an on-line affirmation the force of a legal document. The user should guard the password and account as he/she would his/her check book and written signature. It is a violation of this Policy to divulge your password to anyone. It is a violation to attempt to learn the password to another person's account, whether the attempt is successful or not.
- The User may not attempt to disguise his/her identity, the identity of your account or the machine that you are using. The user may not attempt to impersonate another person or organization.
- The User may not attempt to monitor other users' data communications; he/she may not infringe the privacy of others' computer files; the user may not read, copy, change, or delete another user's computer files or software without the prior express permission of the owner.
- The User may not engage in actions that interfere with the use by others of any computers and networks. Such conduct includes, but is not limited to, the placing of unlawful information on the system; the transmitting of data or programs likely to result in the loss of the recipient's work or system downtime; the sending of "chain letters" or "broadcast" messages to lists or individuals; any other use that causes congestion of the networks or interferes with the work of others.
- The User may not engage in actions that threaten or intentionally offend others, such as the use of abusive or obscene language in either public or private messages, or the conveying of threats to individuals or institutions by way of USTF computers and/or networks.
- The User may not attempt to bypass computer or network security mechanisms without the prior express permission of the owner of that computer or network system. Possession of tools that bypass security or probe security, or of files that may be used as input or output for such tools, shall be considered as the equivalent to such an attempt.
- The User may not alter copy or translate software licensed to another party. The user may not make available copyrighted materials without the express permission of the copyright holder. Respect for intellectual labor is vital to the academic discourse. Violations of authorial integrity, plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations may be grounds for university sanctions as well as legal prosecution.
- Anyone who does not abide by the rules above will be referred to the University’s Legal Advisor.

g. Cyber Security Framework

The key platforms of the framework are cyber security risk management and cyber security incident management.

Cyber Security Risk Management

Cyber security controls seek to reduce cyber security risk by either reducing the likelihood or impact of an incident, or both. USTF will continue to identify and treat cyber security risk via the following measures:

- Maintaining a register of key information assets.
- Establishing a framework for performing cyber security risk assessments aligned with USTF's Risk Management Policy.
- Incorporating cyber security risk identification and assessment into processes impacting the use and processing of USTF information.
- Maintaining a register of cyber security risks with related controls.
- Reviewing risks at regular intervals because of significant security incidents, threats or changes to business requirements.
- Implementing and strengthening controls to reduce risk.
- Evaluating the effectiveness of controls.

Cyber Security Incident Management

Once a cyber security incident has been reported, Office of Information Technology (OIT) will determine what steps are necessary to manage it, following the cyber security incident management process. This process provides procedural steps in responding to ensure a consistent and effective approach to the management of cyber security incidents, including communication of these events and weaknesses.

Preventative Measures

- Preventative measures are in place to provide security controls around the University's IT systems. These include the following:
  - **Firewall:** The University uses firewall hardware and software to log and protect internet and network usage, including connectivity of all Authorized Users and IT Resources, to prevent known threats and vulnerabilities from being exploited. The strength and configuration of the firewall used is based around industry standards to ensure the quality of protection on all University IT Resources.
  - **Blocking of websites:** The University blocks certain website URLs, as their content is considered unsafe, unacceptable, or would put people, IT Resources, or the University at risk. This includes, but is not limited to, malicious, gambling, pornographic, or terrorist content.
  - **Blocking of Applications:** The University occasionally places a throttle or limit on the internet traffic to certain high bandwidth streaming applications to prevent an unnecessary drain on University IT resources.
  - **Antivirus software:** The University uses antivirus software to ensure the integrity, availability and confidentiality of its IT Resources and detect any malware or similar malicious code. Where possible, its source is traced. The strength of the antivirus software and the regularity that it is set to scan is based around industry standards.

- **Automated Spam and Phishing Detection:** The University uses systems that detect spam, phishing messages, and other malicious email entering and leaving its email servers, to protect against unsolicited commercial email (Spam), Phishing attempts and viral outbreaks. The configuration of this software is adjusted to cater for new types of Spam, Phishing attempts and other forms of malicious email as OIT is made aware of them. As such, reporting of suspicious activity is still a vital part of this process. For more information on security and awareness in relation to email.
- **Password strength:** The University requires a certain level of complexity in all Authorized Users' passwords, to ensure that IT system access is within industry standards.
- **Identification and management of technical vulnerabilities:** The University conducts audits on its technical vulnerabilities to identify and manage them. Vulnerabilities will be assessed for their risk to university operations and managed accordingly. Management of technical vulnerabilities may involve interaction with vendors to find alternate solutions.
- **Cryptography:** The University procures digital certificates using a bona fide and valid Certificate Authority (CA) and ensures that cryptographic certificates are issued and managed as required.

- All remote desktop software presents a significant threat to the security of the University's IT Resources. As such, OIT must first authorize and approve any software solution that provides remote access, to ensure the confidentiality, integrity, and availability of University IT Resources.
- Using or accessing University IT Resources off-site presents inherent risks to the privacy of confidential and sensitive information kept in those resources. In the interests of protecting security and privacy, all remote access provisions are expected to be used for university business only, and certain restrictions will always need to be in force:
  - All Authorized Users of University IT Resources, whether on-campus or off-campus, are expected to exercise an appropriate level of care and caution to prevent unauthorized access to all IT Resources.
  - All Authorized Users of University IT Resources, whether on-campus or off-campus, are expected to exercise an appropriate level of care and caution to maintain the security of confidential and sensitive information, to protect the privacy of themselves, other Authorized Users, and the University.
  - If remote access to university systems is provided, such access is subject to the Acceptable Use of Digital Services Policy, and all other relevant University policies. All use of the University's IT Resources is logged and may be subject to routine reviews.

h. Summary

- To summarize, access to university computing and communications equipment and facilities may be revoked for reasons including, but not limited to:
  - Attacking the security of the system.
  - Modifying or divulging private information such as file or mail contents of other users without their consent.
  - Misusing or abusing Internet/Network by using Internet tools or software that may affect the performance of the Internet/Network.

  - Modifying or destroying University data
  - Using the networks/Internet in a manner contrary to the established guidelines.
  - Users who are using a different domain other than USTF domain.
  - Cyber security incident management.
  - Cyber security preventative measurements.
- Finally, users may not read sensitive information simply because it is accessible to them because of accidental exposure and/or through the malice of others who have broken into a system or are misusing their access privileges. When sensitive information is recognized as such, it should not be examined further, but reported to the keeper of the materials, if known, or reported to management.

Related Policies

- Information Resources Policy
- Use of Technology Resources Policy
- Information Technology Policy
- Information and Software Technical Support Policy
- Equipment and Software Replacement Policy
- Faculty-Authored Book Policy and Procedures
- Intellectual Property Policy
- Publications Policy

Document History

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Information and Software Technical Support Policy

Policy Name	Information and Software Technical Support Policy		
Policy Owner	Office of Information Technology	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement:

In addition to the maintenance, the software packages provider is responsible for helping USTF to make the best use of our software products through effective and responsive support, active advocacy, and a broad and flexible range of self-help resources. USTF also receive updates to the software products as well as technical support, which includes program documentations' updates, fixes, security alerts, and access to online support resources.

Purpose of the Policy

The policies and procedures of the Office of IT have been developed and implemented with the main aim of providing IT resources and services to all its users in an efficient and effective manner.

Definitions:

- **USTF:** University of Science and Technology of Fujairah
- **IT:** Information Technology
- **IT Resources:** IT resources include but not limited to the following:
  - Systems such as Archiving System, and Library system.
  - Software
  - Hardware and services
  - USTF Computer labs
  - College computers, Desktop or Laptop
  - Terminals
  - Modems
  - Printers
  - Networks (wired and wireless)
  - Telecommunication devices (landline and mobile phones, PABX, faxes)
  - Storage media and related equipment, and data files owned or managed by the University.
  - Information systems and services such as those on USTF network, (for example, internet access)
  - Email (Students and faculty)
- **Network and Security:** Network hardware and the services operating on the hardware or utilizing the hardware to perform tasks. USTF utilizes both wired and wireless networks.
- **Passwords/User Account:** The mode of secured personal access to pre-determined IT resources.

- **User:** Any person who makes use of any IT system, hardware or service owned or leased by USTF.
- **Video Conferences:** Providing audio and video facility for the running events in USTF and do the control and management during the event.
- **CCTV:** CCTV is (Close Circuit Television) managing two classrooms with the CCTV.
- Technical Support: Providing maintenance service for all faculty members and students in USTF with it the IT resources.
- **Application Support:** Providing software support for all USTF Applications such as Oracle Systems.
- **Helpdesk:** Helpdesk is an information and assistance resource that troubleshoots problems faced by college members, administrative faculty and students related to IT resources, Network and Security and Password/User Account.

Policy Content and Guidelines

To efficiently achieve the above-mentioned objectives, the Office of IT has created four units as described below:

a. Support Team

- This unit consists of two teams: **Technical Support team**: Responsible of troubleshooting, their main task is to resolve technical problems reported by users to the Help Desk. **User Support:** Responsible of providing training and support to the users on how to use IT Applications and services.

b. Systems and Network Administration Unit:

- The main task of this unit consists of configuring USTF system to operate in a network, configuring the network services, and perform day-to-day management of the network, network interfaces, and network services. Another task of this unit is to solve problems that might arise while using the network and network service
- The policies and procedures of the Office of IT have been developed and implemented with the main aim of providing IT resources and services to all its users in an efficient and effective manner. These policies and procedures have been classified into the following categories:

c. Helpdesk:

- All requests for technical assistance should be directed to the Helpdesk of the Office of IT. Users seeking help regarding an IT issue must refrain from calling IT staff directly.
- The Helpdesk tracking system allows a logging process to take place at the onset of user request.
- The user should contact the helpdesk to log a request either over the phone or by email, then accordingly, a work order should be queued in the tracking system, and the user request will be processed within a predefined time assigned by the tracking system automatically according to the request priority. The request will be escalated to a higher management level in case it is not resolved within the assigned time.

d. The Helpdesk has three levels to handle the user requests.

First Level: Provides resolutions that often belong to a knowledge base accumulated from previous experiences.

Second Level: In case the request has not been completed, it will be escalated to the second, higher, level that has the necessary resources to handle more difficult specialized requests.

Third Level: USTF also has a third, higher, level, line of support which often deals with software specific needs, such as updates and bug-fixes that affect the client directly.

- The assigned technician should log the case details and how he/she has resolved it and then close the order.
- The tracking system will send to the team leader and the user an email automatically upon closing the order informing them that the request has been resolved and the order is closed.

e. Software and Applications

USTF purchases and licenses the use of computer software from a variety of outside companies. Any duplication except as provided for by the license, is prohibited.

The main USTF applications are the following:

f. Online Registration System.

- All continuing degree students at University of Science and Technology of Fujairah (USTF) can register online for courses. Students may also register in person at the Office of Admissions and Registration during prescribed registration dates and times. However, online registration is recommended to avoid long lines and delays in the registration process.
- To register, all students must have activated their USTF E-mail accounts. Registration materials will be mailed to all students via postal mail and electronically.
- To take advantage of online registration, students must have an active USTF e-mail account and have accessed the system. The Office of IT can service any students who have not activated their email accounts.
- All potential holdups for online registration should be resolved before attempting to register online. Students should clear any holds assigned to their accounts and ensure that they have all necessary prerequisites completed. Students will not be allowed to register for courses that meet at the same time, courses that require permission from the instructor for entry, or courses for which the appropriate pre-requisites have not been completed.
- Students may view their account statement (bill) online through the system. The statement will show up-to-the-minute information regarding the schedule, tuition and fee charges, pending financial aid and account balance.
- In addition to seeing financial statements online, official invoices will be mailed once the registration period has ended.

g. Library System:

- The library operates Horizon System which consists in managing book loans record keeping titles.
- The Office of IT provides several services for the hardware and software owned by faculty, staff and students under the following terms and conditions of using these services:
  - The Office of IT provides hardware configuration for the faculty, staff and students so that they can connect their mobiles, tablets, laptops, etc. to USTF's public network using their user- names and passwords provided by Office of IT in order to access the Internet and the IT services.
  - Laptops provided by USTF to the faculty are configured to join USTF's domain, and they are supported by the Office of IT (software and hardware).
  - Technical support for all USTF's programs such as Moodle, e-mail, online registration, etc. is conducted by the Office of IT staff.
  - No one can connect his/her personal device to USTF's network.
  - No one can install software in USTF's network without obtaining prior permission. Additional new software and hardware are only allowed to be installed or connected to university systems after the approval of the Office of IT. This includes the data and telephone networks.

Related Policies

- Information Resources Policy
- Use of Technology Resources Policy
- Information Technology Policy
- Equipment and Software Replacement Policy
- Faculty-Authored Book Policy and Procedures
- Intellectual Property Policy
- Publications Policy

Document History

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Equipment and Software Upgrading and Replacement Policy

Policy Name	Equipment and Software Upgrading and Replacement Policy		
Policy Owner	Office of Information Technology	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

The Office of IT at USTF is assigned the responsibility of Equipment and Software Updating and Replacement at the University. The replacement or upgrading is done in the specified period, between and six year or even less if needed, to ensure that the equipment and software are efficiently fulfilling their all-expected functions. The Office of IT provides maintenance (or arranging maintenance for) all computing and network resources including faculty and staff PCs. The Office of IT is also responsible for maintaining and upgrading IT resources, hardware, and software, for all computing laboratories in the University. In addition to periodic maintenance of computing and network resources provided by the Office of IT, the faculty and staff can contact the Helpdesk of the Office of IT for any needed maintenance. The Office of IT shall promptly respond to the request and carry out the required maintenance job.

Purpose of the Policy

The University life cycle for desktop and lab computers/workstations is four to five years, according to the need. The life cycle for university and lab servers is determined by the application software and will be established individually. To balance the need to upgrade with the negative effects of replacement, computer purchasing must be orderly and planned. The replacement policy outlined here covers all devices used by students, faculty, staff, or administrative units.

Definitions

For purposes of this policy, unless otherwise stated, the following definitions and abbreviations shall apply:

- **Software and Hardware Upgrading:** Within its life cycle, as defined in the following section, computers should require maximum of three major software upgrades (operating system or office suite) and should generally not require a hardware upgrade. However, if the user's requirements change, necessitating a change in hardware configuration, only one upgrade (RAM, hard disk and processor) should be scheduled during the equipment's life cycle.
- **Lab Supervisor** For each computing lab, the Lab Supervisor shall be responsible for monitoring the operation of all hardware and software resources in the lab. He/she shall immediately report to the Office of IT at the University about any malfunction of PCs or other computing and network resources. The Lab Supervisor shall also be responsible for general maintenance and for ensuring that students have no difficulty in efficiently utilizing all resources (hardware and software) throughout the semester. Also, at the end of each semester, all resources in the lab shall be thoroughly evaluated and maintained. In this

regard, he/she shall contact the Office of IT for any needed support for periodic maintenance or upgrading at the end of each semester. Subsequently, the Lab Supervisor shall submit a report to the Lab Committee of the concerned College at the end of each semester about the functioning and adequacy of the hardware and software resources in the lab and steps taken for periodic maintenance and upgrading, if carried out.

- **Lab Committee.** The Lab Committee of each College shall coordinate with the Office of IT to ensure that all resources in the computing labs of the concerned College are regularly maintained and upgraded, if needed, to the satisfaction of the Lab Committee, faculty members, Lab Supervisors, and students.

Periodic Replacement

In general, computers should be replaced in specific locations when the hardware becomes a barrier to the user. This occurs primarily when the University's standard software suite, or the software required for instruction, service, or research work will not run effectively on the existing hardware. At research laboratories and computer labs used by graduate students, the frequency of maintenance, upgrading, and replacement of computers and research equipment may be faster than other labs due to the intensive use and high demand on such labs. Changing computers often requires a migration of data files and ancillary programs from the older units to the new units and may require relearning software functionality when the computer comes in with newer software versions. Further, adding a new computer with new software versions to an existing office or facility can cause problems when shared files are no longer compatible.

Computers Replacement

- The University life cycle for desktop and lab computer/workstations used for learning and teaching purposes is four to five years, depending on the need of software and service requirements. The life cycle for university and lab servers is determined by the application software and will be established individually.
- Areas that require more contemporary technology may receive new computers more often than the three to four years' life cycle. These locations are to be established in consultation with the College's Deans and identified on the replacement schedule.
  - Replaced computers that are less than four years old will be recycled into locations to obtain an effective three to four years of primary use and maintain the University on an overall four-year replacement cycle.
  - Recycled computers should remain in their second location for at least one year. The distribution of recycled equipment is to be identified in the replacement schedule and managed by the campus and central representatives for their respective inventories.
  - For budgeting purposes, computer replacement should be included as an annual, specifically identified line item in the College's budget.
  - Replacement computers are to be purchased on a university-wide basis.
- The University establishes a standard computer configuration for each purchasing cycle. Some installations require additional options. A procedure will be developed in consultation with the Financial and Purchasing Departments to determine how options should be budgeted and purchased.

- A replacement schedule will be maintained as part of the University's computer inventory. The inventory/schedule will be maintained through the Technology Service Department.
- The Office of IT will be responsible for maintaining inventory/replacement information on the equipment within their areas and for requesting any changes in the replacement timeframes. The Office of IT will prepare the University's budget request for replacements and provide it to the Financial and Purchasing Departments at the appropriate time.
- For planning purposes, a computer's projected replacement date should be established when initially acquired.
- Replacement ordering will occur within the University's established computer ordering cycles.
- Computers purchased should be deployed so they equip entire departments, labs, or offices during one purchase cycle. Users within definable networks, classes, offices, and areas should all be working with hardware and software of the same vintage, except as follows:
- Some office computers will not have the same software requirements as the rest of the office's equipment. For example, a PC may be a single function device used by a university aide where compatibility or efficiency of use is not a major factor. Here, a recycled PC or a PC replaced less often may be more appropriate if the presence of this computer on the network does not inhibit network security or functionality. The computer inventory/replacement schedule will document where these ancillary computers are used.
- Computers should be purchased with enough technical capacity to support the user through the entire life cycle. The selection should seek to balance an increased life cycle resulting from purchasing increased capabilities against the initial cost. The standard PC configuration should not be modified external to the review/approval/involvement of the Technology Service Department
- Computers are the property of the University. When a computer is replaced, it becomes available for reassignment to other uses at the University. Replacement plans are identified in the University's replacement schedule and will be managed by the Office of IT at USTF.
- Upgrading decisions are made on a university-wide basis in advance of replacement of older computers with newer ones. Upon the installation of a new computers, the replaced PCs are normally returned to the warehouse or University storage location awaiting redistribution after installation of new computers are upgrading of replaced ones.
- Requests for new or upgraded computers should be made to the Office of IT at the University. The Office of IT at the University will develop procedures for managing distribution of new and upgraded computers requests.
- If an additional PC is needed within a department, the University should first look to acquire a unit from stock, of the same vintage as the rest of the department's equipment. The goal is to keep the entire department/unit on its initial replacement schedule and all users on the same software versions.
- Some classes will require the most current equipment to support their educational needs. Rather than scheduling more frequent equipment replacement in the lab facilities these

classes have traditionally used, USTF should consider moving the class to the easy to access facility.

- It is suggested that an evaluation be undertaken to determine whether the current lab structure is the most effective method of providing resources to departments and students. It may be that the utilization of the lab and/or the need for specialized equipment and software set-up.
- Justifies a lab dedicated to a curriculum, program, or service area. However, it is also possible that some labs could accommodate greater utilization and/or utilization by additional programs, courses, or departments.

Periodic Maintenance and Updating

- The Office of IT is responsible for providing and maintaining (or arranging maintenance for) all computing and network resources including faculty and staff PCs. It is also responsible for maintaining and upgrading of IT resources, hardware, and software, for all computing laboratories in the University.
- In addition to periodic maintenance of computing and network resources provided by the Technology Service Department, the faculty and staff can contact the Helpdesk of Office of IT for any needed maintenance. The Office of IT shall promptly respond to the request and carry out the required maintenance job.
- Within its life cycle, as defined in the following section, computers should require maximum of three major software upgrades (operating system or office suite) and should generally not require a hardware upgrade. However, if the user's requirements change, necessitating a change in hardware configuration, only one upgrade (RAM, hard disk, and processor) should be scheduled during the equipment's life cycle.
- For each computing lab, the Lab Supervisor shall be responsible for monitoring the operation of all hardware and software resources in the lab. He/she shall immediately report to the Office of IT of the University about any malfunction of PCs or other computing and network resources. The Lab Supervisor shall also be responsible for general maintenance and for ensuring that students have no difficulty in efficiently utilizing all resources (hardware and software) throughout the semester. Also, at the end of each semester, all resources in the lab shall be thoroughly evaluated and maintained. In this regard, he/she shall contact the Office of IT for any needed support for periodic maintenance or upgrading at the end of each semester. Subsequently, the Lab Supervisor shall submit a report to the Lab Committee of the concerned Faculty at the end of each semester about the functioning and adequacy of the hardware and software resources in the lab and steps taken for periodic maintenance and upgrading, if carried out.
- The Lab Committee of each Faculty shall coordinate with the Office of IT to ensure that all resources in the computing labs of the concerned Faculty are regularly maintained and upgraded, if needed, to the satisfaction of the Lab Committee, faculty members, Lab Supervisors, and students.

Guidelines for purchasing new computers:

- New computers are to be purchased on a university-wide basis using the existing purchasing cycle.

- Upon purchase, new computers will be added to the University inventory and to the replacement schedule.
- New computer budget requests will be prepared by the Office of IT in consultation with the College Deans.
- University cyclical purchasing should include the purchase of a small stock of extra computers. These would be available to fulfill off-cycle requests for needs such as providing equipment for new hires. The stock would be kept current by distributing any unused product from the previous cycle to individuals requesting machines on the upcoming cycle and replenishing the stock of spares with the new order.
- Upon the creation of a new position, the department, office, or University should include plans to acquire the necessary equipment. However, individuals hired on existing positions are expected to use equipment currently in place.

Related Policies

- Information Resources Policy
- Use of Technology Resources Policy
- Information Technology Policy
- Faculty-Authored Book Policy and Procedures
- Intellectual Property Policy
- Publications Policy
- Information and Software Technical Support Policy
- Equipment and Software Replacement Policy

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9 | Fiscal Resources, Financial Management and Budgeting Policies

Internal Auditing Policy

Policy Name	Internal Auditing Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

The importance of the policy is in its objectivity and in focusing on the efficiency of the operations, effectiveness of the procedures, accuracy of the administrative and financial information presented, as well as compliance with applicable laws and regulations.

Policy Purpose

Confirmation to the university management to on the efficiency and effectiveness of the policies and procedures followed.

Policy Scope

All Members of USTF Community and Entities.

Definitions

- **USTF:** University of Science and Technology of Fujairah
- **Internal Audit:** Confirmation to the university administration that all employees are committed to the regulations, policies and procedures followed in the university.
- **Internal Auditor:** An employee at USTF follows the higher management in the organizational structure of USTF and is independent in his work and his reports are submitted to the higher management of USTF.
- **Policy:** A formal statement which gives effect to USTF principles, values, procedures, requirements, and strategic goals and improves the University's risk management.
- **Procedure:** A high level description of all essential steps and responsibilities, and a brief explanation of how work is organized to achieve the policy.

Policy Details

- Ensuring that the operational plan of the units, entities and colleges is consistent with the plan and strategic objectives of the university.
- Ensuring the commitment of all university departments, managements and colleges to the policies, regulations and laws approved by the university's executive committee and ensure that the procedures and plans approved by the university administration are implemented.
- Ensure that university property is protected from wastage, embezzlement, and non-use.
- Submitting recommendations to the university administration for any violations of policies and regulations or their failure to implement them.

Internal audit work scope

- **Commitment Audit**

  It aims to review the financial, administrative, operational, and academic activities of the university to determine their compliance with the terms and regulations issued by the university administration, determine whether the internal control systems are sufficient

and effective, and verify the commitment of departments, departments and colleges to the application of regulations and policies.

- **Performance evaluation**
  This type of audit aims to review the methodology of the operational activities and administrative systems of the university and allows for performance evaluation and identification of opportunities for development and issuance of recommendations in this regard.
- **Information Systems Audit**
  By auditing information systems, we aim to check contracts for updated software systems and maintain them, while following up and monitoring the level of security and protection applied to servers and computers and making sure that there are backup copies of systems and data.
- **Consulting**
  Responding to the university administration's inquiries, participating in the committees as a follow-up, and expressing opinion and advice on decisions and recommendations that govern the university's business, whether administrative, financial or academic, with the aim of strengthening the supervisory controls and achieving the university's goals with high efficiency.

Internal audit stages

In accordance with internationally recognized professional practices, internal audit functions are carried out according to the following stages:

1. Planning

planning stage includes the following elements:

a. Strategic Analysis

The strategic analysis process aims to reach a degree of initial understanding of the strategic and operational objectives of the audited entities in the university, which must be compatible with the objectives and strategy of the university, in addition to how those entities deal with the problems and risks that they may face.

The most important strategic analysis procedures are:

- The strategic plan of the university that helps the internal audit to reach an initial understanding of the activities of the audited entities**.**
- Conducting interviews with officials of departments and colleges at the university is one of the most important means that help in understanding the strategic and operational objectives, the environment surrounding them, and the risks they may be exposed to.
- Information processing All data is collected in the light of meetings with officials of entities at the university, as well as basic information that is viewed to reach goals, strategies, operations and activities, initiatives, strengths, and weaknesses.

b. Risk assessment:

Internal audit responsibilities in relation to risk assessment at the university include the following:

- Identifying risks.
- Providing advice and advice and conducting an opinion poll on risk activities.
- Understand the main and subsidiary operations and activities and how to link them with the strategic and operational objectives of the audited entity.
- Understand the risks that threaten the achievement of the objectives of the university's activities.
- Preparing the internal audit plan according to the classification of activities and based on the risks related to them.
- Risk assessment based on the information obtained during the strategic analysis phase and based on the opinion of the audited entity through that information, which is the main source for identifying and evaluating risks related to its activities.

c. Comprehensive internal audit strategic plan

- To complete the audit process correctly and within the specified period, a strategic plan must be made through an executive program that reflects the objectives of the plan in the form of practical procedures and steps. Accordingly, the internal audit must clarify the strategic position financially.
- and administratively at the present time, and to present a complete vision of the university's situation during the next five years, in terms of development, even if it is necessary to amend some policies and regulations that are in the interest of the developing institutional work at the university in line with the university's strategic plan and objectives.
- The internal audit strategy covers the objectives, scope and expected timing of the audit and the process of the audit, starting from knowing the nature of the activity of the department or college that will be audited to preparing the report. This plan serves as a map for developing the annual audit plan, which is usually the most detailed.
- The comprehensive strategic audit plan should contain sufficient details to guide the development of the annual audit plan so that it is clear and sufficient for its preparation. It should be flexible enough to accommodate any changes that may occur and be approved by the higher management of the university.

2. Execution

The general framework for implementing the internal audit functions at the university includes the main stages, which are field work, preparation, and issuance of reports, and monitoring and follow-up.

- **Field work:** The required worksheets and forms are prepared during the field audit phase so that their objectives are as follows:
  - Providing basic support for the internal audit report.
  - Assist in planning, implementing, and reviewing the audit assignment.
  - Demonstrate the compliance of audit procedures with professional standards.
  - Preparing the basis for evaluating the quality of audit activities program.

- Documenting the extent to which the objectives of the audit mission have been achieved.
- Facilitate the tasks of reviewing audit work.

- **Reports preparation:** One of the most important responsibilities of the internal audit is to submit the audit results to the higher management of the university, which can take decisions related to addressing the observations resulting from the work of the internal audit, once at the end of each semester. Concerning Communication of Results" The internal audit report should also contain:
  - The general opinion of internal audit and its conclusions.
  - It includes the scope and objectives of the agreed internal audit mission.
  - Indicate the good performance and strengths of the observed control procedures.
  - Presenting the required recommendations and proposals.

    Internal audit must establish and maintain a system to monitor actions taken regarding results reported to management. "In accordance with International Standards on Internal Auditing No. 2500 on Workflow Monitoring"

3. Control and Follow Up

a. Control

- The internal audit activity must monitor the behavior towards the findings of the consulting missions, in the framework of the audit process for the concerned departments and colleges.
- The control process is carried out through comprehensive supervision with the aim of anticipating the error, preventing its occurrence, and preparing to confront it, whether it is financial, administrative, or operational, and this is done by carrying out inspection tours.

b. Follow Up

- The internal audit must establish a follow-up process to monitor and ensure that the actions taken by the concerned department or college have been implemented effectively and on time, and the departments, departments and colleges of the university concerned with the audit are followed up on a sudden and without warning, and this helps to Evaluate the performance of employees and their effectiveness and
- Follow-up aims to achieve efficiency in the use of available resources and reduce wasted resources, and this is done through an integrated cycle that includes all stages of administrative and academic operations and activities at the university, while conducting the studies and analyzes required to detect the causes of deviations and take corrective measures to prevent this deviation.

Related Documents

- University Bylaws
- University Standing Committees
- University Organization Structure

Related Policies

- Administrative and Financial Policies
- Purchasing and Inventory Control Policy
- Cash Management Policy
- Risk Management Policy

Document History

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External Audit Policy

Policy Name	External Audit Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

The importance of the policy is in its objectivity and in focusing on the efficiency of the operations, effectiveness of the procedures, accuracy of the financial information presented, as well as compliance with applicable laws and regulations.

Policy Purpose

The purpose of this policy is to ensure that external audit independence is maintained and viewed as being highly reliable, as well as to outline procedures for USTF personnel and external auditors in the examination of the University financial operations. The objective of the auditor is, to obtain reasonable assurance that the financial statements are free from material misstatements whether due to fraud or error, thereby enabling the auditor to establish an opinion on whether the financial statement are prepared, in all material respects, in accordance with applicable reporting framework.

Definitions

- **Audit:** Independent and objective appraisal to examine or review the fair presentation of the financial statement.
- **External Audit:** Independent and objective appraisal performed by an external audit entity.
- **External Auditor:** Professional auditor not employed by USTF and may represent a certified public accounting firm.

Policy Details

Objectives

University of Science and Technology of Fujairah (USTF) will fully cooperate with and assist external auditors whose responsibilities involve examination and confirmation of the University transactions. On a timely basis, USTF will provide external auditors with access to all records that are relevant to the audit process, except those deemed by USTF to be legally privileged or protected.

All external audit activity will be properly authorized; effectively and consistently tracked and communicated. This policy applies to all audits and reviews performed by external auditors for all University entities.

Approval of External Auditors

The External Audit firm shall be approved by the Board of Trustees and in arriving at this approval; the Board shall consider the following factors:

- The professional reputation of the Audit firm.
- The ability of the Audit firm to perform in accordance with generally accepted auditing standards.
- Depth of qualifications and experience of the engagement team members.

- Quality of audit services, and the level of fees.

A. Notification and Procedure

The audit process will normally consist of the following phases:

1. Notices

It is required that the Audit firm notifies USTF of proposed audits in advance. The Finance Manager will receive a letter or some type of communication from the Audit firm informing of an upcoming audit, review, site visit. The notice should indicate the scope and purpose of the audit and the dates of when the work will be undertaken. The VCAFA as well as the Senior Audit Manager should be notified immediately upon receipt of such a request.

2. Audit Visits

The objectives of an audit visit are to establish the purpose, scope and timing of the audit, the information required by the external auditors, and the physical facilities needed. This opening meeting shall include management and administrative staff involved in the audit and will facilitate full communication. This will facilitate the auditor in planning, and to ensure that appropriate attention is given to important areas of audit, identify potential problems on timely basis, organize and manage the engagement properly, assist in the selection of team members, assist in the coordination of work done. In case any department is contacted directly by an external auditor without prior notification of the proposed audit from the Finance Manager, that department will notify immediately USTF management.

3. Fieldwork

From the audit commencement to its conclusion, it is importantthat the Finance Manger maintains contact with the external auditor; to facilitate the audit by ensuring that the auditor receives the right information and correct any erroneous information which may have been given inadvertently.

At the request of the external auditor, the Finance Manager will arrange interviews, secure required documents, answer questions, and supplement interviewee statements.

The External Auditor will review procedure manuals and business processes, tests compliance, and assesses the adequacy of internal controls.

The External Auditors will be instructed to direct all audit findings that require a formal response to the Finance Manager.

A working file of each audit containing all audit reports, responses, and related correspondence will be prepared by the Office of Internal Audit and will be maintained in a central file that will be subject to USTF records retention guidelines.

4. Exit Audit Visit

In the Exit Audit Visit the External Auditor will inform USTF Management of the audit findings, clarify possible misunderstandings, and identify any issues that are unresolved. The External Auditor may submit a draft report, of the audit findings and request a scheduled response. Upon receipt from

the external auditor of the draft report, the Finance Manger will distribute copies of the draft report to the concerned departments and coordinate the management responses. If required, date postponement will be coordinated with the external auditor. The VCAFA will review and approve all responses to draft audit report prior to submission to the External Audit Firm.

5. **Final Audit Report**

After obtaining the responses to the draft report based on the Exit Audit Visit meeting, the External Auditor issues a final report to the VCAFA; whom in turn will distribute copies to the General Assembly. Other copies will be sent as appropriate to concerned USTF offices.

6. **Corrective Actions**

A corrective action plan is required for all audits that contain findings and recommendations. Every effort should be made to implement recommendations within six months of the issue date of the report.

B. Responsibility/Authority

1. **Finance Manager**
   - Monitors external audit activity.
   - Arranges a formal audit visit for all appropriate campus representatives to clarify the scope of the audit, expected audit procedures, and necessary records and information.
   - Resolves questions and provide guidance.
   - Informs campus management if serious issues arise that requires immediate attention.
   - Arranges an exit audit visit and discuss findings and recommendations.
   - Distributes copies of the draft audit report to the concerned departments for written management responses.
2. **Internal Audit Manager**
   - Assists the Finance Manager with coordination of external audit activities.
   - Follows up the implementation of audit recommendations.
3. **Department Managers / Supervisors**
   - Coordinates requests for specific information or interviews with employees.
   - Forwards all draft and final audit responses to the Finance Manager for review.
   - Implements agreed-upon audit recommendations.
4. **University Employees**
   - Be courteous, cooperative, and professional when dealing with the auditors.
   - Assist the auditors with specific requests and answer only the questions asked by the auditors.
   - Refrain from providing irrelevant, unrequested information.
   - Notify the Finance Manager if an auditor's work appears to be beyond the defined scope of the audit.

Related Policies

- Internal Auditing Policy
- Financial Policy
- Procurement and Inventory Control Policy

- Cash Management Policy
- Risk Management Policy
- Financial Risk Management Policy
- Auxiliary Enterprise Policy

Document History

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Budgeting Policy

Policy Name	Budgeting Policy		
Policy Owner	Office of Budget and Planning	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

Annual budgets are developed in support of the university's strategic goals. Recommendations are made by a budget committee appointed by the university chancellor. The Vice for Administrative and Financial Affairs (VCAFA) chairs this committee. The university's financial system utilizes a fund accounting system that requires funds to be used only for appropriate purposes. Fund accounting segregates assets and liabilities into separate entities associated with specific activities. Funds must not be transferred or encumbered except as authorized in budgets and carryforward commitment lists as approved by the Board of Trustees. The university Office of Budget and Planning has a fiduciary responsibility to oversee actual performance against budget and provide recommendations on budget adjustments and revisions throughout the fiscal year.

Policy Purpose

This policy is established to provide guidelines for the university's budget planning process to achieve a balanced budget while optimizing resources and allocating those resources to align with the university's strategic goals. To achieve this purpose, the university is responsible for submitting an annual operating budget to the Board of Trustees each year. This policy outlines the university's annual budget process and describes the budget components and other related procedures integral to the process.

Scope

This policy applies to all USTF colleges/department and offices.

Definitions

For the purposes of this Policy following terms shall have the meanings assigned to them below:

- **The University:** University of Science and Technology of Fujairah
- **Approved Annual budget:** The annual financial plan which details the financial forecasts of revenues and academic and administrative expenditures for a given academic year in accordance with the strategic plans put forward by the University's academic and administrative units and entities, after discussion and endorsement by the Board of Trustees. It covers the fall, spring, and summer terms. The annual budget of the academic and administrative units includes the following sections: Operational Expenditure Budget, Capital Expenditure Budget, Staffing Budget, in addition to Operational Revenue Budget and Faculty Members Budget for colleges, as well as other Operational Revenue Budget for Auxiliary Enterprises.
- **Academic year:** The period from the beginning of the first working day of the fall semester (as per the Academic Calendar) to the last working day before the start of the next

academic year.

- **Budget Committee:** The Committee established by USTF's top management to oversee the preparation cycle of the annual budget, discuss the operating plans, and approve any relevant amendments throughout the academic year.
- **Office of Budget and Planning:** The administrative entity responsible for the collection, classification and review of annual budget-related data submitted by the University's academic and administrative units; this data is then processed into a special database to come out with a consolidated annual budget for the whole University. The Office also oversees the implementation of the annual budget in line with the expenditure allocations approved for each academic and administrative unit, and regularly reports to the Budget Committee and the University Higher Management on this regard.
- **Budget Forms:** Electronic and printed forms which are distributed by the Office of Budget and Planning to all academic and administrative units in order to gather all the information needed to prepare the annual budget. These also comprise expenditure request forms used by all academic and administrative units to request spending from the approved annual budget.
- **Budget Supplements:** Detailed lists of any additional academic or administrative expenses that may occur during an academic year and require to be added as a supplement to the approved annual budget after ratification by the competent authorities and final approval by the University Management. The budget supplements become effective as of the end of the add & drop period, allowing respective academic or administrative units to either increase or reduce their financial allocations approved within the annual budget.
- **Budget Coordinator:** Every academic or administrative unit shall assign and name an individual as a budget coordinator in its respective college or department. This coordinator shall undertake follow-up and coordination with the Office of Budget and Planning in all matters relating to budget preparation, ratification, and implementation, as well as any other budgetary or financial enquiries.

Policy Details

4. Budget Preparation Timeline

The annual budget for the following academic year is prepared as per the below timeframe:

Time	Things to Do
February	Send budget preparation forms to all academic and administrative units.
March	Collect preliminary estimates from academic and administrative units and their review by the Budget Committee.
April	Discuss proposed standalone budgets with academic and administrative units.
May	Receive and discuss final budgetary amendments and their approval by the Budget Committee.

June	Review the consolidated annual budget proposal and submit it to the University management for ratification.
End of June	Submit the consolidated annual budget proposal to the Board of Trustees for endorsement.

5. Initial Budget Proposal

An initial budget plan shall include revenue and expenditure estimates developed by the college or office for the fall, spring and summer terms and includes the following categories:

- Operational Revenue Budget.
- Faculty Members Budget.
- Administrative Staffing Budget.
- Other Operational Expenditure Budget.
- Capital Expenditure Budget.
- Other Operational Revenue Budget.

6. Budget Amendments

At the beginning of each semester, the Budget Committee reviews the actual revenue figures and discusses them with the College deans. Where appropriate, the Committee will recommend any necessary amendments to the annual budget to ensure achievement of pre-defined objectives. These amendments can also comprise additional budgetary allocations needed to cover some incidental expenses during the budget period as required. All of these amendments are then incorporated into a supplement to the annual budget, after it is ratified by the Budget Committee and approved by the University management.

7. Budget Spending Methodology

a. Submission of Expenditure Requests

Expenditure requests (for academic, administrative, and operational expenses) are submitted to the Office of Budget and Planning by filling out specific budget request forms, based on the endorsed annual budget inclusive of all its ratified amendments. For such requests to be approved by the Office of Budget and Planning they must be signed by the person authorized to spend from the budget in each academic or administrative unit of the University.

b. Status of Budget Expenditure

The USTF Electronic Financial System provides regular status of the financial report regarding the status of budget expenditure. In addition, whenever required, the Office of Budget and Planning can send regular reports to the Colleges/offices on the status of their budgets.

8. Implementation of the Annual Budget

Under the Office of Budget and Planning's responsibilities to ensure the smoothness and efficiency of the annual budget implementation in accordance with such a mechanism that it deems appropriate, all respective academic and administrative units particularly the Office of Finance, the office of Human Resources, and the Office of Procurement should furnish the Office of Budget and Planning with all necessary information that may facilitate its mission, make sure to strictly comply with the policies and procedures in force under

official circulars issued from time to time by the Budget Committee or the Office of Budget and Planning, and constantly coordinate with the Office of Budget and Planning, especially with regard to ensuring that all budget spending requests are reviewed and approved by the Office of Budget and Planning, for the common interest of the University.

Procedure

1. Procedures on Handling Budget Spending Requests:

a. Review of Expenditure Requests:

Upon receipt of budget expenditure request forms from academic and administrative units, the Office of Budget and Planning reviews these requests to ensure the availability of requested items and sufficient funds in the endorsed annual budget. In case adequate financial allocations are available, the request is approved by the Office of Budget and Planning which forwards it to the appropriate office or for execution.

b. Funds Transfer Requests:

In case where financial allocations are insufficient to cover requested expenses, the respective unit can send a request to the Office of Budget and Planning for transfer between different budget line items within the approved annual budget, while clarifying the motives for such a transfer, provided that the financial allocations of the new budget line items do not exceed the ones stipulated in the approved budget. Such transfers can only occur between similar categories in terms of financial classification, such as operational, capital, or administrative expenses; without any possibility of overlap between them. Also, the total value of transfer requests among expenditure items shall not exceed 10% of the total approved expense allocations in the approved annual budget for each academic or administrative unit.

c. Addition Requests:

Unless there is a possibility for transfer between budget line items as approved in the annual budget, the concerned office, unit, or college can submit a request for additional budget allocations to the budget supplement (using appropriate budget forms), while clearly stating the reasons for such addition. Once approved by the Budget Committee and the University Chancellor, and the Executive Committee, the requested addition shall be included in the budget supplement and then passed to the appropriate department for execution.

2. Procedures on Handling Faculty Recruitment Requests:

a. Review of Faculty Recruitment Requests:

Requests for recruitment of faculty members are made based on the academic ranks and types of contracts approved in the annual budget, using specific budget forms. The Budget Department compares the existing numbers of faculty members (as per the HR records) against the numbers approved in the annual budget, and ratifies all the requests for which sufficient financial allocations are available in the endorsed budget. Approved requests are then forwarded to the Office of Human Resources for implementation.

b. Faculty Addition Requests:

In case there is a need to add faculty beyond the permissible limits in the budget (for example, as a result of an unexpected increase of students intake right before the start of a new

semester), or in the event of faculty members replacement which incurs financial allocations higher than what is stipulated in the budget (such as requesting employment of a resident Associate Professor in lieu of a visiting Assistant Professor); such request should first gain approval of Vice Chancellor for Academic Affairs and USTF Chancellor before the Office of Budget and Planning completes its procedures for adding up the required financial allocations to facilitate the recruitment and contracting process by the Office of Human Resources.

c. Faculty Transfer Requests:

Using appropriate budget forms, the academic units can issue requests to transfer faculty members from one college to another. After making sure of the availability of required financial allocations within the budget of the college to which a faculty member is transferred, and in case of inadequate budgetary provisions; the same procedures for adding new faculty members as specified in Clause 2.2 above shall be followed to include the required allocation differences in the college's budget supplement.

3. Procedures on Handling Staff Recruitment Requests:

h. Review of Administrative and Technical Staff Recruitment Requests:

Based on the lists of existing administrative and technical staff as well as of new positions approved in the annual budget, staff employment requests shall be made through appropriate budget forms. The Office of Budget and Planning will review these requests by comparing the actual numbers of current employees against the ones approved in the budget. The Office of Budget and Planning shall approve all requests covered under the list of new recruitments as long as they are budgeted and shall then forward them to the Human Resources Department to carry out the recruitment process.

i. Staff Addition Requests:

In case of a request to add a new staff recruitment not budgeted in the approved annual budget, or in the event the financial provisions for the requested recruitment exceed the budget allocations; such request should first gain approval of the Budget Committee , so that the Office of Budget and Planning can incorporate the additional required allocations into the budget supplement and advise the Office of Human Resources to start the recruitment process.

j. Staff Replacement Requests:

If a requested recruitment is due to resignation or contract termination of an existing staff that is inscribed on the list of employees in the approved budget, the request shall be approved on the condition that the new recruit's financial allowances do not exceed the allowances provided for the terminated employee in the approved budget. Otherwise, the same procedures for adding new staff as specified in Clause 3.2 above shall be followed.

k. Transfer Requests:

When requesting transfer of administrative and technical staff between colleges or administrative units, the concerned college or department should seek the approval of the Office Budget and Planning by duly filling out appropriate budget forms. This approval shall be subject to the availability of respective financial provisions in the budget of the college or

office requesting transfer. Otherwise, the same procedures for adding new staff as specified in Clause 3.2 above shall be followed.

Related Policies

- Risk Management Policy
- External Audit Policy
- Internal Auditing Policy
- Financial Policy
- Cash Management Policy

Document History

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Financial Policy

Policy Name	Financial Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This policy serves as a guideline pertaining to proper recognition of revenues and expenditures, making sure that all transactions complying with financial accounting standards, leading to highest accuracy levels of income measurement, proper evaluation of financial assets and liabilities, as well as maintaining an efficient internal control system.

Policy Purpose

The purpose of this policy is to protect USTF's interests and safeguard its assets and operations by setting out clear and concise rules that will be followed when executing financial operations. This policy, along with the Internal Auditing Policy, provides a basis for an internal audit function for assessing that the financial policies and procedures of the University are followed.

Policy Details

Revenues

Tuition and registration fees of the University are recognized based on the year of semesters and on the date of registration. Tuition fees received in advance during the previous year are recorded as income in the current year (accrual basis). Tuition fees received in advance are refunded to students who withdraw from the University during the semesters in accordance with the University's internal policies. Tuition fees in all the colleges and programs are determined in accordance with the credit hours' system.

Receipting and Deposits

- All monies (cash and cheques) received by cashiers are to be deposited by next working day into the University's bank account. Such deposits must be accompanied with a bank deposit slip.
- Each cashier detailing the receipt vouchers issued during the day, including amounts, types of collection, and other relevant details, and finally submitted to the Main Cashier, prepares a Daily Cash Receipt Report.
- The main cashier will prepare a bank deposit slip in duplicate copies by the end of the day. The relevant will be recorded on the bank deposit slip.
- The bank account in which the cash is to be deposited will be ascertained prior to allotting the account codes to the bank receipt voucher.
- The cash will then be taken to the bank through Money Transport Company along with both copies of the bank deposit slip.
- The bank will retain the original and will return the duplicate duly acknowledged which will be attached to the related Journal Voucher (prepared the same day).

- The Accounts Department will reconcile the total amount of cash deposited into the bank with the total of the receipts for the day to ensure prompt banking.
- The deposit should be prepared by a person other than the person collecting the cash.
- A person (other than the person preparing the deposit) should review the deposit and agree the official University cash receipt to the deposit back-up documents.
- Bank Statements should be reconciled with the University's statements to ensure all transactions are accounted properly.

Expenditures

a. Overview

- For simplicity of presentation and to facilitate easier understanding of the accounting procedures connected with expenses and purchases to be followed, this has been divided into three main categories:
  - Expenses for which payments are made in advance (prepaid expenses), such as rent, that will be recognized later.
  - Expenses, which are recognized periodically, such as payroll, utilities, and professional/audit fees.
  - Other expenses, which are recognized and paid when invoices are received, such as Printing, Stationery, Travel and Transportation expenses.
- All expenses of any of the above-mentioned expense types shall be initially approved by the budget section prior to commitment with any external party on future payments, either through issuance of LPO or entering contract. Approval or rejection of the requisitions submitted to the budget section shall be based on the annual approved budget limits of the concerned office/college.

b. Prepaid Expenses

- The Accounts Department will receive the supporting documents pertaining to prepaid expenses such as: Tenancy contract, Agreements, and Requests for payments, after being approved by Budget Unit.
- A bank payment voucher will be prepared based on these documents, which will be sent to the Accounts Manager for approval. The agreements and contracts will be maintained in a permanent file in the Accounts Department.
- Based on the approved voucher, the Accounts Department will update the Prepaid Expenses Register that will include the payee's name, nature of payment, amount prepaid and period of payment.
- At the end of each month, a journal voucher will be prepared to pass entries for charging that month with the relevant amount of each item of prepaid expense. The amount to be charged will normally be the proportionate amount determined by spreading the charge equally over the months covered by the contract.

- The Accounts Department will periodically review the adequacy of the monthly absorption of prepaid expenses. If the charge is found to be incorrect, suitable amendments will be made to the basis of quantifying the amount for future absorption.

c. Accrued Expenses

- The Accounts Department will accrue for the value of all expenses for which the benefit has passed to the University but the invoices from the supplier/party have not been received by the end of the month.
- Examples of such expenditures for which accrual entries shall be passed include printing and stationery materials, standard fixed utility expenses like electricity, water and telephone, payroll, end-of-service benefits, and auditing fees.
- The accrual entry shall be passed through journal voucher. The basis of quantifying these expenses will be either the past expenditure or estimates from previous invoices.
- The Accounts Department will prepare a schedule of accruals, which will be sent to the Finance Manager for approval. After obtaining the Finance Manager's approval and incorporating any changes, a journal voucher will be raised and posted to record the accruals.
- At the beginning of the next accounting period, the accrual entry will be reversed upon receiving the invoices/supporting documents, and properly accounted for the concerned supplier/ party throughout creation of a credit note to be attached to the documents then filed serially.

d. Other Expenses

- Expenses will be requisitioned through an Expense Requisition Form. This form will be completed by any staff member and signed by the Office Manager/College Dean. The form will indicate the items/service required and justification for the proposed expenditure.
- The form will be first passed to the Budget Unit for approval according to the available budget limit, and if approved it will be passed to the Office of Procurement for execution. As a final approval authority prior to issuance of an LPO by the Office of Procurement, the Finance Manager who will review it and ask for further clarifications and/or justifications regarding the expenditure shall further approve the requisition. The Finance Manager's final decision will result in any of the following situations:
  - **For proposed expenditure below AED500:**
    - The expenditure request is approved with no advance;
    - The expenditure request is approved with an advance; or
    - The expenditure request is rejected.
  - **For proposed expenditure above AED500:**
    - The expenditure request is approved, or
    - The expenditure request is rejected.

- One of the main criteria for sanctioning or rejecting proposed expenditures is the non-availability of budgeted funds. If the available budget limit is insufficient, the Budget Unit will reject the proposed expenditure prior to being received by the Stores (if available in stores) or the Office of Procurement (if not available in stores and needs to be purchased). In case the requisition is of high necessity and critical for running the operations, it should be approved by, higher management authorities based on recommendation from the Budget Committee then it can be processed.

e. Rejected Expenditures

The Finance Manager (after considering the Budget Section's feedback) will indicate his/her reasons for rejecting the request for the proposed expenditure. Expenditures that have not been approved will be considered at either a later date or the following period when budgeted funds are available.

Petty Cash

- A petty cash float, as approved by the Finance Manager will be maintained on an imprest basis to be used for direct purchases or for routine and repetitive payments. The payments should not exceed AED 1,000 per invoice unless approved by the appropriate authority.
- The issue of float will be recorded through a bank payment voucher. The balance will be transferred to the petty cash holder's prepaid card.
- The petty cash holder will prepare a Petty Cash Purchase Requisition based on relevant supporting documents (invoices).
- The PCPR together with the relevant supporting documents will be forwarded to the Budget Unit for approval, next to the Office of Procurement for approval and then to the Accounts Department for approval and processing.
- The approved PCPR with its supports will be considered for preparation of payment to the petty cash holder's prepaid card. The PCPR and the supports will be validated by an Accounts Payable supervisor, and then be posted to relevant accounts.
- The PCPR will be attached to the journal voucher generated by the Accounts Payable Supervisor for the petty cash expenses along with the invoices and the supporting documents.
- Reimbursement of imprest petty cash will be made through a Bank Payment Voucher (BPV) raised by the Accounts Department to the petty cash holder's prepaid card.

Bank Payments

- Payments over AED 500 will be made by cheque.
- The specific procedures relating to invoice processing and payment to creditors for expenses and goods/services are described in the "Expenses" section.
- The specific procedures relating to disbursement of salary and other employee related expenses are described under the "Payroll" section.

- The specific procedures relating to transfer-out to other bank accounts are described under "Transfers Between Bank Accounts".
- The Accounts Department will prepare a Bank Payment Voucher (BPV) based on the relevant invoice or supporting documents.
- The BPV together with the relevant supporting documents will be checked to ensure that:
  - The invoice and supporting documents have been approved;
  - Payment is being made to the right beneficiary for the correct amount;
  - The account codes are correct.
- The Accounts Department will prepare a cheque based on the approved BPV in favor of the beneficiary for the requisite amount. The cheque and BPV details will be sent to the cheque signatories.
- The cheque will be handed over for delivery to the beneficiary directly after obtaining his signature (confirmation of receiving the Cheque) either on the Cheque Payment Voucher or through the courier.
- Based on the BPV and issued Cheque, the voucher will be posted, and an automated accounting entry is affected to related accounts.
- The Cheque Payment Voucher will be filed serially along with the supporting documents. Where a CPV is cancelled for any reason, it will be marked "Cancelled". In the related accounts, the word "Cancelled" will be entered against the transactions.

Bank Reconciliation Statements

Bank reconciliation statements to be prepared every month by the preparer, are to be checked, signed by the Financial Controller, and approved by the Finance Manager. Any long outstanding or non-moving balances are to be brought to management's attention.

- The following are the steps in its preparation:
  - The outstanding balances in the previous month's reconciliation to be cleared, if any balance is not cleared it need to be enquired and reported to the Financial Controller for further action.
  - All transactions of current month to be agreed between the books and bank statement.
  - The reconciling items to be listed and the statement of reconciliation to be prepared.
  - Any non-receipt of statements should be followed up and properly documented.
  - Delay or no response cases should be reported to management for further action.
  - Separate file to be maintained for each bank.
  - Statements should be obtained by at least the 10th of the subsequent month or where possible online.
  - Once the reconciliation statement is prepared it should be checked and approved by the Chief Accountant.

Accounting Reports

The Accounting System Manual deals with various reports and registers to be prepared and their purpose and distribution. Generally, they are grouped as Accounting Reports/Registers.

The following reports should be prepared:

1. Monthly Trial Balance

- The Trial Balance summarizes and prints the total movements in each General Ledger Account during the month. The General Ledger Accounts are segregated into the following categories on the trial balance:
  - Revenues
  - Expenses
  - Assets
  - Liabilities
  - Capital
- The Chief Accountant will review the trial balance for any unusual movements, investigate any such items, and make corrections, if necessary, by way of Journal Entries.
- Having carried out his review and having satisfied him/herself as to the accuracy of the figures reported on the trial balance, the Chief Accountant should sign the trial balance. The trial balance will then be submitted to the Finance Manager for approval.

2. Quarterly Financial Statements

- The most important reports to be generated each quarter are the Quarterly final statements. These comprise of the following:
  - Balance Sheet.
  - Income Statement.
- After checking the trial balance, the Chief Accountant will prepare the Quarterly Balance Sheet and Profit and Loss Statement.
- After preparing the financial statements, the Chief Accountant will check the figures with the trial balance and then submit it to the Finance Manager for review.
- The Finance Manager will then review the Balance Sheet and Profit and Loss Account and make any necessary comments.
- Then the Finance Manager will sign off on the Balance Sheet and Profit and Loss Account and forward them to the COO.

3. Debtors and Creditors Age Analysis Reports

- Debtors Age Analysis Report
  - This report is one of the crucial reports for control of debtors. In this report, the balance in any Debtor's Account is analyzed by aging the balances into various categories i.e. ,1-30 days, 30-60 days, 60-90 days, over 90 days.

Creditors Age Analysis Report

- It is always necessary to keep track of the payables and settle their dues to the creditors on time. It will improve the trade relations and the market credibility or reputation. Hence, this report is generated at the end of every month to identify the dues payable and to help mobilize funds as per the credit terms. It also helps in cash budgeting and projecting cash flows.

4. Accounting Register

- Other accounting registers which are important like: Inventory ledger, Property, plant, and equipment register.

Distribution of financial reports

- Financial reports are distributed quarterly to the following official:
  - Chief Operating Officer (COO),
  - College Deans to show the profitability of their operations,
- External bodies as per the requirements of the relevant regulations and bodies.

Related Policies

- External Audit Policy
- Internal Auditing Policy
- Procurement and Inventory Control Policy
- Cash Management Policy
- Risk Management Policy
- Financial Risk Management Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	Financial Controller	VCAFA	BOT
V 2.0	08/02/2021	Approval as Updated Policy	Financial Controller	VCAFA	BOT
V 3.0	06/02/2023	Approval of the Updated Policy	Office of Information Technology	VCAFA	BOT

Procurement and Inventory Control Policy

Policy Name	Procurement and Inventory Control Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This policy has been issued pursuant to Decision (5) for the year 2016 on purchases, tenders, auctions, and warehouses. The provisions of this policy shall apply to USTF's contracts pertaining to the procurement of goods, construction, works, maintenance, transport, rental of equipment, technical programs, and materials, as well as the various forms of services. The policy covers all the activities of the University's Office of Procurement, define the role of the Procurement Committee, and guide the process of developing and formulating the rules and regulations that govern all aspects of the procurement processes at the University. It further sets the framework according to which procurement processes are conducted - from developing a procurement plan through to making the required purchases, with a view to securing all the procurements in a timely manner, appropriate quantities and at adequate prices.

Policy Purpose

The purpose of this policy and the relevant procedures are stipulated to guide the University in all its procurement activities.

Scope of Application of the Policy

- The provisions of this policy shall apply to all the purchases made by the university colleges and its various administrative departments. None of these entities shall be exempted from the application of the provisions of this policy.
- This policy covers the contracts, methods, and procedures applicable to purchases, receipt of materials, services contracts and works execution contracts whatever they might be.
- The provisions of this policy shall not apply to the following:
  - The overhead expenses, which are a form of expenditure which does not have a specific technical description (a scope of work). They include the cost of water, electricity, telephone lines, newspapers and general magazines' subscriptions, subscriptions with professional and non- professional entities; conferences and exhibitions subscription fees, consultancy services, academic accreditation expenses and sundry expenses, as well as other similar general administrative costs which are not subject to standard specifications.
  - The contracts and agreements between the university and government bodies.
- The following provisions shall apply to insurance contracts:
  - The insurance contracts for the university's assets against fire, damage, theft, and other risks shall be subject to the provisions of this policy.
  - Regarding the insurance contracts for works and services during the period of

execution and maintenance against risks of fire, damage, theft and other risks, the suppliers and contractors dealing with university shall comply with the contractual terms and conditions which are consistent with the provisions of this policy.

Definitions

Wherever they appear in this policy, the following words and phrases shall have the following denotations unless the context indicates otherwise:

- **Office of Procurement:** The organizational unit that carries out the tasks relating to procurement and warehouses.
- **Delegation of Authority Guide**: The set of rules and regulations that govern the delegation of authority regarding financial and non-financial matters or equivalent.
- **Policies:** The rules and provisions provided for in this policy, which are in line with the University's Strategic Plan.
- **Methods:** The rules or principles relating to a specific activity that distinguishes it from other activities, as well as the means and technologies in place that could be used to facilitate work.
- **Procedures:** The instructions and detailed steps, which must be followed in implementing the contracts.
- **Supplier:** The external party, which supplies the university with the various types of materials that the university needs.
- **Contractor:** The natural person or legal person who provides all the services needed by the university or carries out works for the university, including the materials deemed as part of the scope of work.
- **Contract:** A legal document, which establishes a mutually binding relationship between the university and a supplier or a contractor regarding the provision of services or execution of works or the supply of materials and goods.
- **Contract Value:** The original value of the contract added to it the value of all variation orders, if any.
- **Variation Order:** Any change order relating to any paragraph or article, or provision or condition provided for in the contract issued by the Office of Procurement or a legally competent entity authorized thereof.
- **Purchase Order:** An agreement between the university and a supplier to deliver goods, materials or services that explicitly provides for a specified financial limit and time framework issued directly by the Office of Procurement.
- **Price Agreement:** A specific formula for concluding contracts with suppliers to procure and deliver materials or services over a specified time period with a view to facilitating the procurement procedures.
- **Direct Order Purchase:** A method of purchase under which the contractual process is conducted by directly approaching a single supplier or contractor without a need for contacting various suppliers to request quotations; such a method is dependent on the Office of Procurement's knowledge of the market circumstances, with the end result of

obtaining the best prices.

- **Practice Purchase:** The method of procurement under which the process of procuring materials and services is conducted by requesting quotations from registered and approved suppliers via fax, electronic means, or sealed envelopes. Following a screening process, the most technically viable and financially cost-effective quote shall be selected, with full observance of the university's best interest and the achievement of value for money for it. However, in doing so, the selection of suppliers shall be based on clear-cut criteria that are consistent with this policy.
- **Procurement through competitive bidding:** The method of procurement under which the process of procuring goods and services that the value of which exceeds AED 250,000 (two hundred and fifty thousand dirhams) as per certain specifications. It involves inviting offers electronically or in sealed envelopes from various suppliers. The envelopes are opened by the Procurement Committee and the supplier who offers the best bid technically and financially is selected, with due care given to the requirements of the requisitioning unit. There are two types of competitive bidding - public tender and restricted tender.
- **Public Tender:** The tender notice is advertised on newspapers, magazines, and other media outlets to give an opportunity to all interested suppliers to submit their bids to deliver the required goods as per the terms and conditions laid down by the Office of Procurement.
- **Restricted Tendering:** A specified number of registered suppliers and contractors pre-selected by the Office of Procurement are invited to bid for the supply of the required goods as per the terms and conditions laid down by the Office of Procurement.
- **Request for Quotations:** A written request or invitation (unless impracticable), sent to registered suppliers and contractors to obtain price quotations from them to purchase goods with certain known and standard specifications, or to provide services or execute works whereby the price constitutes the principal factor based on which the offer is accepted, and the purchase order is issued, and the contract or price agreement are concluded.
- **Invitation to Bid:** A written request/invitation advertised on newspapers, magazines, USTF portal and other media outlets (in the cases of public tendering) or sent directly to a few preselected suppliers or contractors (in the cases of restricted tendering) asking them to submit itemized quotations to purchase specified goods, provide services or execute works.
- **Price Quotation/Bid:** A document issued by the supplier or contractor upon request from the University to submit a price quotation or an invitation to bid issued by the university. The document shall contain the specifications of goods, services, and works submitted by the supplier or contractor, including the prices and conditions of sale, delivery and payment.
- **Task Order:** An order issued for the performance of specific services. It is used to obtain some simple services and do non-recurrent jobs. Payment for these orders is affected once the task is completed.

- **Bidders List:** The list of suppliers and contractors.
- **Single Source:** An exclusive agent or sole distributor of a commodity or service, which is not available by any other supplier as, proved by the experience of the Office of Procurement thereof.
- **Bid Bond:** A bank guarantee submitted along with the price quotations to assure serious participation in the tender.
- **Advance Payment Bond:** A bank guarantee offered to the supplier if he asks for an advance payment before supplying materials or starting the execution of works.
- **Performance Bond:** A bank guarantee provided by the contractor as a guarantee of good performance of the contract and its implementation in accordance with its terms and conditions.
- **Auction:** A method of selling or letting fixed assets, equipment, and damaged or depreciated materials and other similar items by means of bids submitted in sealed envelopes or public offers made in an auction.
- **Warehouse:** The place designated for keeping the items classified as "Stock Items" and "Disposal Items". A main central warehouse may be established along with other minor warehouses, if need be, which are supplied from the main warehouse. Minor warehouses, though, may receive purchased materials directly. However, all purchases shall be carried out by the authorized bodies and in accordance with the applicable regulations.
- **Storekeeper:** The officer who manages and supervises the warehouses or the administrative unit in charge of supervising it. His responsibilities include organizing the items cycle regarding receipt, inspection, stocking, issuing, returning, and relocating. He shall carry out the activities of this cycle and control it.
- **Stock Items:** Items which are classified as "stock items" as per the provisions of this policy. They are kept in warehouses until the need arise for them in future. Stock items are purchased upon the request of the storekeeper as per the approved procedures.
- **Disposal Items:** They are the equipment, damaged or depreciated materials that are identified for sale in an auction or any other method following the approval of the Inspection Committee.
- **Immediate Consumption Items:** All items that are not classified as "Stock Items". Their value is not included in the warehouses accounts books. They are received from the supplier by the storehouses' staff and delivered to the requisitioning unit at the university.
- **Warehouses Inventory:** The quantity and value of all the materials kept in stock. The inventory increases in quantity and value resulting of stock items purchases, returned items or items relocated from other warehouses. The inventory decreases in quantity and value resulting of stock items being issued for consumption or items returned to suppliers or relocated to other warehouses.

Financial terms

Allocated Budget

- The following rules shall be observed:

- No contracts shall be concluded to procure materials, services, or projects unless they have approved funds specifically allocated to them as part of the University's general budget. In the case of contracts extending beyond the fiscal year in which those contracts are entered into, necessary measures shall be taken to allocate funds for them in the following fiscal year.
- Should the value of required works surpass the funds allocated for a college or a department, the matter shall be put before the budget committee as appropriate.

Approval Authority Limit for Purchase Orders and Purchase Requests

* Purchase orders and requests shall be authorized as per the following:

Amount (in Dirhams)		Designee authorized to approve purchase order and request
From	To	
1,000,001	No upper ceiling	Procurement Committee* and Vice Chancellor for Administrative and Financial Affairs (VCAFA)
100,001	1,000,000	Procurement Committee*
1,001	100,000	Procurement Manager
(*) Recommendations and minutes of meetings of the Procurement Committee shall be approved by the VCAFA		

Forms of Contracts and Orders

- Except for construction contracts, all forms of contracts, supply of services and goods contracts, materials supply agreements, purchase orders, works contracts, materials requisition forms, invitation to bid letters and receipt of offers documents shall be standard form documents pre- prepared by the Office of Procurement.
- Any exemptions from the approved standard contractual terms and conditions shall only be made with the approval of the Procurement Committee and that shall be at the most minimal level.
- Contractual terms and conditions and standard criteria shall protect the interests of the University, given that they are realistic, balanced and observant of the relevant laws.
- Contractual prices and conditions provided for in the services contracts, price agreements and purchase orders shall be adhered to; prices shall be fixed and itemized whenever possible; the pricing policy may be based on the cost, with a specified profit margin added given that it is at a most minimal level.
- In coordination with the requisitioner, the Office of Procurement shall select the appropriate services contract form taking the following into account:
  - Realistic estimation of the contract value and its term.
  - Competitiveness.
  - Performance risks.
  - Level of complexity of the required works.
  - Adequacy and completeness of the listed specifications and the scope of work.
  - Possibility of variations.
  - Experience.
  - Urgent and pressing requirements.

Price Agreement

- The University's Procurement Committee is the designee authorized to identify the commodities and services for which a price agreement is to be issued.
- Suppliers who are qualified to enter into price agreements using any appropriate purchase method shall be selected. The selected suppliers shall then be approved by the Procurement Committee.
- Price agreements shall be issued in accordance with the Procurement Committee's requirements, and they shall be subject to review (amendment, renewal, or revocation).
- Price agreements concluded with suppliers shall include specifications of materials and services, unit price, date and duration of delivery and execution.
- The Office of Procurement shall notify all units of the University of the Commodities and services governed by price agreements with suppliers.
- All units of the University shall purchase goods and services as per the price agreements so long as such agreements are still in force. Approval of the university's Procurement Committee shall be obtained in the cases of purchases made outside the framework of the price agreements.
- Price agreements shall be signed by the university's Procurement Manager, Legal Advisor and VCAFA; this shall be done following the final approval of the appropriate authorized designee as provided for in the University's delegation of authority guidelines. Any exemptions from the approved standard contractual terms and conditions shall only be made with the approval of the Procurement Committee and that shall be at the most minimal level.
- Contractual terms and conditions and standard criteria shall protect the interests of the University, given that they are realistic, balanced and observant of the relevant laws.
- Contractual prices and conditions provided for in the services contracts, price agreements and purchase orders shall be adhered to; prices shall be fixed and itemized whenever possible; the pricing policy may be based on the cost, with a specified profit margin added given that it is at a most minimal level.

Office of Procurement Role

Office of Procurement Duties

- The Office of Procurement at the university shall secure the continuous availability of materials, products, necessities, fixed assets, services, and other resources needed by the various departments of the university. The task shall be done in a way, which guarantees that these entities will perform their duties properly. That shall be achieved through commitment to observe the following when concluding a contract or making a purchase:
  - Securing the best prices, facilities, and conditions
  - Observing quality standards and required specifications.
  - Selecting appropriate sources
  - Supplying the required quantities.
- The Office of Procurement shall execute the purchase orders regarding the materials and services that the value of which ranges between AED 1,000 (one thousand dirhams) and

AED100,000 (one hundred thousand dirhams) by looking into at least three price offers. The Office of Procurement may also execute purchases through direct orders within a limit of AED 10,000 (ten thousand dirhams). In cases of purchases whose cost exceeds this limit, approval of the Procurement Committee shall be sought.

- As for purchase orders whose value exceeds AED 100,000 (one hundred thousand dirhams), the Office of Procurement shall raise the issue in a note addressed to the Procurement Committee after consultation with the requisitioning unit to approve the procurement of works and determine the method of purchase. The note submitted to the Procurement Committee shall include a list of the proposed bidders in the cases of restricted tenders.

Office of Procurement Responsibilities

- Collecting and maintaining information on suppliers and goods.
- Determining the standard required specifications in the purchased goods as defined by the requisitioning body.
- Ensuring that the procurement transactions and the tendering invitation documents are compliant with the standards of quality.
- Analyzing and examining the goods to be purchased in coordination with the requisitioner in terms of specifications, quality, prices, terms and conditions of purchase and delivery, as well as identifying ways of developing and improving the same.
- Proposing the inclusion of new goods or agencies, revising, and improving purchase methods.
- Negotiation with contractors and suppliers to secure the best possible prices.
- Ensuring the compliance with specifications of materials and services for which quotations have been obtained - a step that makes the comparison between suppliers' prices logical. In the event of the variation of prices of materials and services offered by suppliers resulting from specifications differences, the items deemed by the requisitioning unit experts as non-compliant with the specifications shall be disqualified. In this regard, it should be noted that it is difficult to make price comparisons between items with heterogeneous specifications.
- Submitting recommendations to the Purchase Committee regarding the imposition of penalties on suppliers and contractors and the lifting of penalties from them.
- Establishing new, strong, and long-term relationships with the suppliers dealing with the university.
- Providing all the university's administrative units with all the necessary information and data on goods, local and potential suppliers to help those units prepare their annual budgets.
- Drawing up the annual procurement plan and identifying the appropriate purchase sources based on the purchase plan already laid down by the requisitioning unit at the university.
- Following up the implementation of the annual purchase plan and revising it, when necessary, as well as securing uninterrupted flow of materials, items, spare parts, fixed

assets and any other necessities for the various university units with the required specifications, quantities, quality and at best prices.

- Receiving all materials requisitions, examining, and validating them.
- Establishing contacts with suppliers and inviting quotations from them.
- Issuing local and external purchase orders and signing long-term and short-term contracts with suppliers
- Following up the execution of the purchase orders in coordination with requisitioners.
- Submitting periodical reports to the operations manager on the executed works.
- Maintaining and updating the suppliers and contractors register.
- Determining the monetary value of bid bonds in coordination with the Procurement Committee.
- Determining the monetary value of tender documents in coordination with the Procurement Committee.
- Approval of repayments for documents of cancelled tenders as per circumstances.
- Regarding contracts related to the supply of continuously needed materials, steps to renew existing contracts or concluding replacement contracts shall start well before the expiry of the running contracts to ensure the availability of the required materials.

Business Ethics

- The Office of Procurement shall execute the contract with the utmost degree of commitment to business ethics and transparency and in an atmosphere characterized by high professional integrity and spirit of competition.
- Splitting of purchases, works, and services with the intention of circumventing the rules and procedures provided for in this policy is prohibited.
- Full transparency with and equal treatment of all suppliers and negotiating with them in a professional manner shall be guaranteed.
- Under no circumstances shall the prices offered by any supplier be revealed to another supplier.
- In cases of renegotiation with a supplier on their offered prices, all other suppliers shall be accorded equal opportunities of negotiation.
- It is strictly prohibited to award procurement and services contracts to a party with the aim of achieving personal interests for the university official in charge; or in situations in which that official is offered a reward, gift or any form of favoritism from a supplier or contractor with the aim of securing a contract or enjoying a special treatment.
- The Office of Procurement personnel shall abide by all policies and procedures, commit itself to continuous improvement to attract many qualified suppliers and contractors and nurture a spirit of competitiveness so that only qualified businesses can survive. The Office of Procurement personnel shall particularly abstain from the following:
  - Having a personal interest directly or through an intermediary in works or contracts linked to the university business,
  - Engaging in any professional work or commercial business activity related to the university business by themselves or through an intermediary, nor shall they lease

any property, land or so with the aim of exploiting their jobs to achieve personal interests thereof.

- Offering preferential treatment to any person, group or establishment or acting in whatever manner that may undermine the public's trust in the university.

- In cases of violations or suspicious practices, suppliers and contractors dealing with the university may submit complaints and grievances to the VCAFA or his delegate as applicable. Suppliers and contractors may also file grievances against the Office of Procurement's decision on the award of bids or any perceived lack of fair competition requirements or any other form of illicit practices, provided that the grievances are genuine and well-founded.
- Every staff member of the Office of Procurement is under an obligation to safeguard the documents under his custody. The staff members shall be held accountable for safeguarding the information contained therein and shall not disclose such information to or share it with any other unauthorized parties or individuals except under certain rules and procedures applicable at the university.

Suppliers and Contractors

Register of Suppliers and Contractors

1. **The following rules shall be observed:**

- The Office of Procurement shall maintain a register for the prequalified suppliers and contractors to engage them in all types of services and materials contracts.
- The Office of Procurement shall set pre-qualification and registration standards for suppliers and contractors, depending on the nature of the business.
- The Register of Suppliers and Contractors shall include the business activity profile, information on the business registration with the Chamber of Commerce and Industry, any licenses required for carrying out the activity, ownership particulars, full addresses, and any other necessary business-linked information.
- The Office of Procurement shall finalize the process of registering suppliers and contractors, including the screening of the hard copy or electronic registration applications and attachments therewith. The office shall also finalize the pre-qualification process of the suppliers and contractors according to the applicable approved standards and conditions and shall ensure regular updating of the Register of Suppliers and Contractors.
- The names of suppliers and contractors shall accurately match the particulars of the trade licenses or any other alternative equivalent credible documents. Particular attention shall be given to the acronyms attached to the legal personality of the business, that is, whether it is a company, or an establishment, or a corporation.
- Companies and establishments willing to register shall complete a registration application form specially designed to that end and submit it to the Office of Procurement. The Office shall then scrutinize the licenses and certificates submitted by the applicant to ensure that they meet the conditions and legal requirements.

2. Pre-qualifying Suppliers and Contractors

- The Office of Procurement shall ensure that all suppliers and contractors registered with the university are qualified to perform their respective business activity. However, it should be noted that pre- qualification for a certain activity does not necessarily mean pre-qualification for other activities.
- Suppliers and contractors may not be registered or have their registration renewed if they fail to meet the pre-qualification requirements.
- Pre-qualification standards and conditions shall be recorded in a standard checklist which should address all legal, commercial, financial, and technical aspects, as well as the track record of suppliers and contractors as follows:
  - The legal aspects referred to in the previous paragraph shall include all the licenses required to practice the business activity be they from the Economic Development Department or the Chamber of Commerce and Industry or any other relevant bodies. All documents shall be valid upon registration with the university.
  - The commercial aspects shall include the relationship with establishment managers, agency licenses, arrangements with expertly managed supply and delivery sources with which the university had engaged in previous business dealings, as well as other establishments and entities.
  - The financial aspects shall include a sound financial standing, which could be verified by a certificate of financial ability from a bank.
  - The technical aspects shall include the availability of highly skilled workers, appropriate and sufficient equipment, workshops, and warehouses.
  - The track-record aspect could be established by looking at a statement listing successful award of previous contracts and former business dealings performed successfully.
- In the cases of public tenders, each tenderer not registered in the suppliers and contractors register shall have to meet the pre-qualification requirements before opening the tender envelopes.

Procurement Committee

The committee shall be formed under a decision by the Vice Chancellor for Administrative and Financial Affairs (VCAFA) or a person authorized by him. The number of the committee members shall not be less than five, including the chairperson and his/her deputy. The Committee shall investigate bids, tenders and contracts and shall exercise its authority and discharge its responsibility in accordance with the provisions of this policy. The Committee's secretary shall be a non-member.

Procurement Committee's Meetings

- The quorum of the committee's meeting shall only be valid with the attendance of the members' majority provided that the attendees shall not be less than four, including the chairman or deputy- chairman. The committee's decisions shall be taken by majority vote. If the votes are equal, the chairman or deputy shall have the casting vote. Objecting

members shall have the right to request the noting of their objection in the minutes of meeting, along with the reasons thereof.

- The meetings shall be held regularly, with the Committee's chairman determining their schedules. Members of the committee and concerned departments shall be notified of the dates of meetings. The Committee may hold emergency meetings should the need arises.
- Immediately after the meeting, the secretary of the committee shall write the minutes, which shall be presented to the Committee members to be signed by them.
- The minutes of meeting shall be deemed final following the endorsement of the VCAFA or his/her delegate.

Duties of Procurement Committee

- Looking into purchase requests and making recommendations and decisions thereon. The Committee shall have the right to investigate the contracting policies, strategies and practices. In this regard:
  - The Committee shall investigate the financial and technical aspects of purchase requests and examine the technical reports prepared by the concerned committees of colleges and administrations.
  - The Committee shall ensure that the purchase procedures are neutral, transparent and observant of competitiveness and quality.
  - The Committee shall not consider the purchase requests if they are not technically sound.
  - The Committee shall have the right to go back to the requisitioning division to obtain answers to the Committee's questions. The secretary of the Committee shall notify the requisitioning unit of the date of the meeting arranged for that purpose.
- Determining the prices for renting the university's grounds, show rooms and similar facilities to external clients.
- Opening the envelopes of tenders and bids.
- Looking into the complaints filed by suppliers and contractors and the recommendations regarding the incurred penalties and compensations, as well as the full or partial relief of delay penalties.

Mechanism of Submitting Purchase Requests to Procurement Committee

- The Office of Procurement shall receive materials and services purchase requests from the various colleges and administrative units through the electronic purchase system. The requests shall include all the information needed to carry out the purchase.
- The Office of Procurement shall sort the requests according to their estimated value.
- The requests whose value falls outside the authority limit of the Procurement Manager (as per the table showing the approval authority limits) shall be referred to the Procurement Committee for action. The Office of Procurement may also refer some other requests to the Procurement Committee for advice on how to carry out the purchase if it is deemed necessary to make this referral.

- Having received the requests and ensuring the appropriateness of the materials, goods and specifications, the Procurement Committee shall determine the purchase and contracting method.
- The Office of Procurement shall carry out the purchase by issuing a purchase order or preparing a contract in the fashion approved by the Procurement Committee.

Types of Purchases

Purchases of operation fixtures and spare parts

These are the materials and items purchased to operate appliances, science laboratories and office equipment, as well as the materials needed for carrying out office and other activities. Such materials include stationary, spare parts of printers, photocopiers, and office appliances; students' textbooks, ink, paper, and other accessories.

Capital Purchases

These are the items that remain economically useful during a life span of more than one year. Such purchases can lead to the acquisition of fixed assets. They also include the expenditure on materials that prolong the lifespan of fixed assets or increase their productivity to an extent that may surpass the productivity of their original design capacity.

Services Purchases

These are the services which the university obtains from outsources. They include banking and financial institutions services, professional and consultancy services, issuance, maintenance, cleaning, advertising, and administrative and office services.

Urgent Purchase (Emergency Purchases)

The purchase of materials or services for an urgent need if failure to make them available immediately would result in a significant harm.

Urgent purchase shall be approved as follows:

- The college or unit in question shall send an urgent purchase request to the VCAFA office or his delegate for approval, with the justification for the urgent purchase provided.
- In case of approval, the requisitioning unit shall enter the purchase request on the electronic purchases system to finalize the purchase process after the deduction of the relevant amount from the approved expenditure category.

Procurement Procedures

Completing a Materials Requisition Form

The requisitioning department shall complete a materials or service requisition form via the university's electronic procurement system. This is done by entering all the necessary particulars required for executing the purchase process accurately, easily, and quickly. The required quantity of materials and goods shall also be specified along with the delivery time and estimated value of these materials and goods. Assistance may be sought from the Office of Procurement to specify the estimated value of the required materials and goods and to advise any other adjustments that might help in determining the purchase method but without recourse to split purchase.

Reserving the Estimated Value from the Budget

Funds shall be available to purchase the materials through the university's office of finance. If funds are available for the requested purchase, the requisitioning department shall in coordination with the office of finance arrange for releasing the necessary funds for executing the purchase process. Requests made during the last two weeks of the university year shall not be accepted.

Materials Requisition Approval

The materials requisition shall be approved by the Dean of the College or the director of the relevant department and that shall be in accordance with the applicable delegation of authority guidelines.

Determining Procurement Method and Inviting Quotations

After receiving and reviewing the materials requisition or a contract request and ensuring that the materials, goods, and specifications are well-defined, the procurement and contracting method shall be determined as per the provisions of this policy. These methods include general and restricted tender, practice purchase and purchase through a direct order.

Public Tender

- Public local or international tender contracts shall be concluded for transactions exceeding AED 250,000 (Two hundred and fifty thousand dirhams)
- The public tender shall be based on three governing principles: publicity, equality, and free competition.
- The public tender procurement process shall go through four main stages: Publicizing the tender notice, evaluating the bids, concluding a contract with a supplier, and delivering the purchased goods or executing the works constituting the tender subject matter.
- The public tender may either be international or local, depending on a recommendation by the Procurement Committee. The international public tender is the process in which the invitation to the tender is sent to suppliers and contractors within and outside the country by means of the known methods of publication. The local public tender is the type of tender in which the invitation is sent to all suppliers and contractors within the country. In this case, the public tender notice shall be advertised within the country only.
- The tender may be restricted instead of being a public one. Such a decision shall be made on a recommendation by the university's Procurement Committee.
- In case of international tenders, it is generally preferable for the prices to be presented on a standardized basis, e.g., F.O.B or C and F or C. I. F. - a measure to be determined by the Office of Procurement.

Restricted Tender

- The local or international restricted tender is a tender in which the invitation is addressed to a limited number of registered suppliers and contractors who shall be selected by the Office of Procurement and endorsed by the Procurement Committee.
- The restricted tender is conducted among a selected number of businesses engaged in the activity related to the tender subject matter, who are registered in the Register of

Suppliers and Contractors. The number of selected tenderers shall not be less than three. Such type of tender may be international or local. It is sometimes referred to as selective tender or a short-list tender. It involves the selection of specific suppliers or contractors from a short list who are exclusively invited to tender. Those include, for example, suppliers of specialized equipment, which can only be obtained through a limited number of suppliers worldwide, including among other, electronics and special types of chemicals.

- Except for the publicity element, a restricted tender is subject to all the rules, regulations and procedures applicable to a public tender. Under all circumstances, the invitation to tender shall identify the unit to which the bids are submitted, closing date, required work or goods, value of bid bond, performance bond, tender validity period after the closing date - which shall not be less than 90 days - tender pricing documents - if any - and any other information deemed by the university as useful for the business.

Practice Purchase

This method refers to the carrying out of purchases by selecting a group of suppliers and contractors who are approved for supplying materials and services whose value does not exceed the amounts specified in the table showing the authority limit of approval attached to contracting methods. The following cases are also subject to this method of purchase:

- When the items had previously been solicited through a tender but the submitted bids thereof had not been accepted and the time constraints do not allow engagement in a new tendering process. The method shall also be used if the purchase of the said items requires making choices between more than one supplier or contractor who have offered similar prices or conditions.
- When the cost of tenders is not appropriate in comparison with the estimated value of the goods, contracts, and services.
- When the Procurement Committee decides that it is not in the interest of the university to procure items through a public tender.
- The goods whose manufacture or imports are monopolized.
- The goods, which are only available through a specific trader or agent.
- The goods with very sophisticated specifications, which makes it difficult to identify or the works of art that the university wishes to have them performed by certain experts.
- The goods or works contracts that are time-sensitive and cannot wait until tender procedures are carried out.
- If the situation involves the supply of materials or performance of works or delivery of services in place of a defaulted or slow-moving contractor or in the cases of contract termination.
- Purchase of property and agreements regarding insurance, shipment and customs clearance contracts shall apply this method.

Direct Order

Purchase under direct order refers to the conducting of the purchase process by directly approaching a supplier, negotiate, and conclude a contract with him without a need for contacting other suppliers. This method is used in the purchase of materials and services

whose value does not exceed the amounts shown in the authority limit of approval table that the Office of Procurement is authorized to endorse. When using this method, the Office of Procurement shall secure the best prices. The following items are also subject to the same:

- The items are produced or supplied by only one body, or the services provided by a certain agent - which makes it difficult to carry out the purchase by tender or practice.
- The items, jobs and services that need to be urgently provided. However, the purchase shall be limited to the minimum quantities needed for the job while the requirements of carrying out the purchase by other means are being met.
- The items with de facto prices or those whose prices are determined by the international stock market or certain international tariffs.
- The items work or services that the public good requires them to be conducted in confidence.
- The items or works provided to the university by government agencies.
- The items or works that require highly specialized expertise whereby selection of the provider is determined by a technical committee set up by the VCAFA or his delegate.
- Newly introduced items procured by the university with the purpose of testing them.
- The periodicals, manuscripts, collections, and scientific chips needed for laboratory work.

Inspection Committee

- After completing the procedures of writing them off from the account books, fixed assets which are no longer economically feasible to operate or have become depreciated, as well as damaged, stagnant or junk items shall be referred to a special advisory committee called the "Inspection Committee".
- The Inspection Committee shall be set up in each faculty or office with the approval of the Dean of the College or manager of the office in question or their equivalent. The committee shall be comprised of at least three members who shall be university employees with appropriate experience. The committee shall evaluate the items, estimate their prices, and propose the method of their sale - be it through an auction or sealed envelopes offers or any other method of sale of disposal items whatever their value is. The committee shall then submit its recommendations to the Office of Procurement or equivalent just for guidance.
- Inspecting fixed assets and depreciated equipment, evaluating their condition, making recommendations regarding their sale or otherwise or proposing methods of selling them through either an auction or sealed envelopes offers, or other means of disposal determined by the committee.
- The Inspection Committee shall see to it that the inspection site is appropriate for those willing to participate in the auction and that the arrangements for the auction are adequate to facilitate inspection of items and participation in the auction, and, hence attracting the best bids. This shall be done with full observance of transparency and competitiveness.
- Notes submitted to the Procurement and auctions committee regarding the sale or rent of assets shall reflect the content of the Inspection Committee’s reports.

Auction

- The public auction shall be advertised in accordance with the same procedures followed in advertising a public tender. The advertisement shall include the information and specifications of the items offered for sale or rent.
- All rules, regulations and procedures followed in the case of public tenders shall apply to the sale or rent by auction on a case-by-case basis.

Tender

Tender Procedures

- The Office of Procurement shall fully prepare the tender documents and set the conditions for participating in it before the endorsement of the same by the Procurement Committee and the advertising of the tender. These shall include:
- The full technical specifications of the item or items to be supplied and the designs and technical drawings and sketches related to construction works, as well as the type of the required service and an accurate description thereof.
- If so required, stipulating the submission of sample catalogs or sketches, which shall bear the stamp of the supplier or carry some distinguishing mark. It shall also stipulate that two or more units of the sample must be submitted in the case of items, which are consumable during tests and experiments conducted to determine their suitability.
- Minutely detailed tables showing the required quantity of each of the tendered goods.
- The date set for opening the tender envelopes so that the suppliers and contractors (participating in the tender) can have ample time to study and submit their bids.
- The tender validity period, which shall be, specified taking into account the market circumstances.
- Payment conditions and guarantees for delivery, construction, and provision of services.
- Stipulating that when delivering materials, equipment, machinery or executing construction works, the supplier or contractor shall guarantee the fitness of these items during the required period.
- Stipulating that fines, penalties and compensations shall be imposed in the cases that require the same and that these penalties shall be over and above the standard penalty clauses related to the failure of suppliers and contractors to fulfil their contractual obligations.
- The tender notice shall be published at least twice in a widely read daily newspaper. The tender notice may appear on one or more foreign newspapers and via other available means.
- The Financial Office shall receive the monetary value of the tender pricing documents directly from the tender participant under a note issued by the Office of Procurement showing the tender number, participant's name and the amount of money paid by the participant. A receipt for the same shall be issued by the Office of Finance.
- Tender documents bearing the Office of Procurement shall be handed out to the participants.
- The Office of Procurement may extend the tender validity period on a case-by-case basis.

- The decision on the award of the tender shall be taken and the winner notified before the end of the tender validity period.

Bid Bond

A bid bond shall be secured for all tenders whose value is more than AED 1,000,000 (one million dirhams). The value of the bond shall be determined by the Procurement Committee as a lump sum amount or a percentage of the tender value. The bond may take the form of an unconditional and irreversible letter of guarantee issued by a bank operating in the country.

Receipt of Bids

- Tender bids shall be submitted in two separate envelopes, with one of them containing the technical bid and the other the financial bid.
- Bids received after the set deadline may not be accepted.
- Tenders shall be priced in the local currency unless otherwise provided for. The price of tenders shall be rendered in figures and words and upon discrepancy; the price written in words shall prevail.
- Scratching and erasing shall be avoided in the bills of quantities or price lists. Any correction shall be done by deletion, with the deleted parts duly signed and stamped by the bidder.
- If the bidder has not placed a price opposite to an item in the lists attached to the bid, this shall be construed as refrainment from tendering for that item.
- In case of indivisible contracts pertaining to works, services and supply, failure to mention a price for a work, an item or a service shall be construed as implicit inclusion of the prices thereof in the total price of the bid but without prejudice to the Procurement Committee's right to disqualify the bid in question if the Committee deems it reasonable to do so.
- The tender price quotations shall be deemed final and may not be revoked on grounds of price and currency fluctuations, taxes, duties, customs, or any other similar situations. It shall be noted that the quoted prices are inclusive of all the costs required for the delivery of goods, completion of works and performance of services at the dates and locations specified by the university.
- Bids submitted based on discounting a certain percentage less than the lowest bid shall not be accepted. The bid price shall be a total fixed price.
- The tender shall be conducted in accordance with the samples, specifications, drawings or approved services programs and other terms and conditions of the tender. The bidder shall be acquainted with the same. The bidder's submission of the tender shall be deemed an implicit acknowledgement thereof and hence the delivery of goods and services and execution of works shall be done accordingly.
- The tender participant may submit more than one bid. However, he shall submit a separate set of original tender documents for each bid and shall clearly indicate in writing that each set of documents represents an independent bid.
- The bid documents shall include a notarized copy of the company's Articles of Association

along with a document containing the names of the persons who have the authority to enter contracts on behalf of the company or the firm and the names of the persons who are in charge of the contract performance along with clear samples of their signatures. This condition shall apply to suppliers and contractors who are not registered with the university, provided that their prequalification and registration procedures be completed before opening the tender envelopes.

- All tender documents shall be regarded as personal to the tender participant and may not be passed to others.
- The University's Procurement Committee shall meet at the place and time specified in the tender notice. The Committee shall record the bids in official minutes that must include the names of bidders, all substantial details of the tender, as well as taking note of samples, if any. Samples shall then be officially handed over to the concerned bodies at the university for the purpose of analysis.

Tender Amendment

- When it is necessary to make changes in the tender invitation documents with regards to matters related to the contract terms, quantities, technical specifications, delivery schedule, date of tender submission or to dispel any ambiguity or correct errors in the tender documents, the tender shall be amended, and all bidders be notified thereof.
- Amendment shall not be made to the technical specifications, nor shall the tender floating or execution period be extended without approval of the end user unit and the Procurement Committee.
- It is strictly prohibited to make any amendments to the tender package after the tender envelopes are opened.

Cancellation of Tender

- With the approval of the Procurement Committee and the end user unit, the invitation to tender may be cancelled when there is a substantial change of circumstances that requires floating a new tender or when the required materials or services are no longer needed.
- All participants in a restricted tender shall be notified in writing of the cancellation of the tender. Reasons for the cancellation shall be explained and all bids that have not been opened shall be returned.
- The cancellation of a public tender shall be announced in the same way in which the tender invitation notice is publicized.
- In case of the cancellation of the tender, the tender documents' fees shall be refunded to the tenderers.

Evaluation of Tenders

- Sealed bids shall be opened by the Procurement Committee.
- The end user unit shall evaluate the technical aspects of the submitted bids and provide the Procurement Committee with a technical report thereof.
- The best offers shall be selected, taking into consideration that the offer with the least price shall be amongst the technically acceptable offers and observing that it is meeting

the requirements of the end user unit and achieving value for money. The best offers may be selected by giving some weight to the aspects of their technical viability and financial feasibility. The best offer may be selected even though it is not of a lesser price, provided that convincing arguments are put forward thereto.

- If the prices of two bids or more are equal, the Procurement Committee upon a recommendation from the Office of Procurement and in coordination with the end user unit may split the amounts or quantities of the tender subject matter amongst the bidders offering similar prices so long as such split will not harm the business interests.
- The Office of Procurement shall notify the successful bidder of the award in an official letter within a maximum period of one week from the date of the Procurement Committee's approval of the bid award. The successful bidder shall be asked to submit a performance bond and sign the contract within a maximum period of 15 days as of the award notification date.
- Should the successful bidder fail to sign the contract within a maximum period of 15 days from his notification of the award without a plausible excuse; he shall be deemed as having withdrawn his bid. Consequently, his bid bond shall be seized, and the university shall have the right to seize all or some of his receivables in addition to reserving the right to demand compensation for incurred losses.

Bank Performance Bonds

- The supplier or contractor shall submit an unconditional and irreversible performance bond issued by a bank operating in the country if the value of the successful bid is in excess of AED 1,000,000 (one million dirhams). The value of the bond shall be determined by the Procurement Committee. The bond amount, however, shall be no less than 10% of the bid value, provided that no bank interest is imposed on the value of the performance bond letter.
- The supplier may be relieved of submitting a performance bond letter for purchase orders or contracts whose value is less than AED 1,000,000 (one million dirhams) in the following cases:
  - If the period of supply or performance of work in the contract does not exceed 90 (ninety) days. However, the Office of Finance shall hold 5% of the value of each invoice payable to the supplier which shall only be released after three months from the date of final delivery or as per the terms and conditions of the contract.
  - If the materials have already been delivered and the contracted work been performed.
  - If the supplier or contractor has monetary entitlements with the university equivalent to or more than the value of the performance bond. In such case, an amount equivalent to the value of the performance bond shall be held from said entitlements provided that the supplier or contractor submits a request to the Office of Procurement to that effect.
- The performance bond shall be valid throughout the contract period, in addition to a required three more months of validity of the bond.
- The contractor shall provide a maintenance bond upon final execution of the contracted

works (projects) as a guarantee for maintenance. The bond value shall amount to 5% of the contract value.

- A contractor with the university from government departments, public establishments and corporations or other government bodies shall be fully relieved of submitting a performance bond and shall also be relived of advance payment bond paid by the university to the contractor.
- If the successful bidder fails to submit the value of the performance bond within 15 days as of the date of notifying him of his bid acceptance or from the effectivity date of the contract, the university may:
  - Seize the bid bond.
  - Blacklist the bidder, remove his name from the university's Register of Suppliers and Contractors, and suspend any dealings with him for one year as of the date of the award decision. The Office of Finance shall be notified thereof.
- The original documents of the bonds shall be kept with the Office of Finance which shall be responsible for their renewal if need be. The originals of the bonds shall be returned to the contractor without prejudice to the contract terms and conditions as per the following:
  - Approval of the Office of Procurement for materials contracts and purchase orders.
  - Approval of the Services and Facilities Office or equivalent for services and works contracts.

Contract

Drafting and Signing of the Contract

- The Office of Procurement shall prepare the contract documentation and coordinate with the Legal Advisor to prepare the contract format.
- The contract shall be signed by the Procurement Manager, Legal Advisor and VCAFA after the final approval of the relevant designee authorized to carry out such a task as explained in the university's delegation of authority policy.
- The contract shall be signed by the supplier or contractor who shall sign their initials on each page of the contract and its attachments.
- The Office of Procurement shall issue two original copies of each service, or materials supply contract, with one copy kept by the Office of Procurement and the other sent to the supplier or contractor. A photocopy of it shall be forwarded to the Office of Finance and the end user unit at the university.
- The Office of Procurement shall issue a purchase order or a request order after the signing of the contract by the contracting parties. The purchase order shall be signed by the Office of Procurement in accordance with the delegation of authority system.

Contract Administrator

The end user unit shall nominate one of its employees to administer each service contract related to the unit. The appointment shall be affected under a note submitted to the Procurement Committee. The nominee shall then be the end user unit's representative and the person authorized to deal with the contractor on behalf of the unit.

Responsibilities of Contract Administrator

The Contract Administrator shall undertake the following tasks:

- Approval of all contract invoices.
- Ensuring the performance of the contract at the specified time and in accordance with the conditions and specifications provided for in the contact, considering the quality requirements and the legal rights of the parties to the contract.
- Ensuring that the university has properly fulfilled its obligations in a manner that protects its interests.
- Dealing with the requests for information and amendments, disputes, claims and indicators of contract termination or cancellation. That shall be in accordance with the authority delegation policy and the policy herein.
- Maintaining complete documentation on the performance or violation of the contract, with a view to protecting the rights and interests of the university.
- Specifying the precise date for the performance of the contract if the period of the performance of the contract is broken down in days.
- Carrying out all other procedures linked to the university's fulfillment of its obligations to smoothen the performance of the contractor's work.
- Observing the non-change of the works provided for in the contract or non-addition of any works not provided for in the contract unless the same is done under an approved variation order.
- Regarding contracts related to the continuously needed services, the contract administrator shall ensure the start of procedures to conclude a replacement contract well before the expiry of the running contract to ensure the continuity of the service at the university.

Contract Commencement Date

- The period set for the performance of the contract shall start from the day following the signing of the contract or from the date on which the site is handed over to the contractor, whichever is practicable, unless otherwise has been provided for in the contract.
- If the Contractor or his representative fails to arrive at the site to take it over on the specified date, a report shall be written, and a copy thereof shall be sent to the Contractor. The date shall be noted therein and a copy of the same shall be forwarded to the contractor. Said date shall be considered as the contract's commencement date.

Termination of the Contract

- The Contractor shall perform the contract in accordance with its terms and conditions, otherwise he shall be subject to the penalties provided for in the contract and in this policy.
- In case of fraud, manipulation or bribery by the contractor, the university shall have the right to cancel the contract, seize the performance bond and perform the contract at the contractor's expense, still reserving its right to compensation.
- In the case of the contractor's bankruptcy or insolvency, the university shall have the right

to cancel the contract, seize the performance bond and reserve its right to compensation.

- In the case of the contractor's death, the university shall have the right to cancel the contract and return the performance bond or allow the contractor's successors to continue performing the contract.
- Should the contractor submit documents proving that the delay in the performance of the contract was a result of force majeure or circumstances caused by the university, the resulting default shall be overlooked - an issue left to the discretion of the Contract Administrator.

Amendment of the Contract

Any amendment to the contract regarding quantities, specifications or otherwise shall be done under a Variation Order with the consent of both parties to the contract and the approval by the person authorized to take such action under the university's delegation of authority system and the policy herein.

Advance Payments

The contract may include a provision allowing advance payments to the contractor within the limits and in accordance with the conditions set by the contract. However, under all circumstances, payments shall be made against a bank bond of equivalent value and in the same currency. Such matter, however, shall be within a minimal limit.

Contract Performance Delay and Penalty

- Should the contractor fail to perform the contract within the specified period, the provisions hereof and other applicable laws in this regard shall apply.
- Should the supplier fail to deliver all required quantities, or the contractor fail to perform the works or part thereof by the dates specified in the contract (including rejected materials and works or materials which have not been supplied) the university shall have the right to take one of the following actions:
  - Granting the supplier or contractor an additional time grace if the same is deemed in the best interest of the university. However, this shall be subject to the approval of the Procurement Committee and shall be applicable to contracts and purchase orders of a value exceeding AED 250,000 (Two hundred and fifty thousand dirhams).
  - Purchasing the materials or performing the works at the expense of the supplier and contractor. In this case, the supplier and contractor shall bear the burden of any price increase or incurred administrative expenses at a rate of 10% of the value of the materials or works which the supplier or contractor have failed to supply or perform after the lapse of the grace period.
  - Terminating the contract, seizing the performance bond, and claiming due compensation without prejudice to the university's right to impose the delay penalty provided for herein.
- Ministries, public agencies, corporations, and other government bodies shall be exempted from the application of the provisions of this article.
- The contractor shall complete all the contracted works in accordance with the terms and

conditions provided for in the contract and within the specified timeframe.

- The Procurement Committee, may upon request from the contractor, relieve him of the delay penalty if supporting documents has proved that the delay was a result of force majeure beyond the contactor's control. However, the contractor shall submit a request to the University for extending the contract performance period. The request shall be submitted within fifteen days from the date of the incidence leading to the delay and shall include an explanation of the reasons causing the delay.

Provisional and Final Receipt of Works (Projects)

- The provisional receipt of works shall be carried out by a committee called "Receipt Committee" which is formed under a decision by the VCAFA or his delegate. The Committee shall have five employees in its membership, including the chairman. Receipt of works shall be attended by the consultant (if available) and the Contract Administrator to ensure that the contractor has completed the works in accordance with the terms and conditions of the contract.
- The committee shall write a report of receipt from the contractor, which shall acknowledge full provisional receipt if all the terms and conditions of the contract and its attachments have been met. Otherwise, treat it as a qualified receipt if the Committee demands the completion of some limited aspects of the project within a certain period specified by the Committee.
- A final certificate of works completion shall be issued at the end of the guarantee and maintenance period. Under said certificate, the Contractor shall receive the value of the warranty held by the university.

Responsibilities of Receipt Committee

- The Committee shall receive the materials and services related to the purchase orders whose value exceeds AED 250,000 (Two hundred and fifty thousand dirhams)
- The Committee shall inspect and receive the materials after ensuring that they comply with the required technical specifications.
- The Committee shall meet within three working days at the maximum as of the date the Committee was notified by the warehouses of the provisional receipt.

Electronic Purchase Methods

- Electronic purchases are subject to the same rules and procedures provided for herein, with the following matters being observed:
- All tenders and direct orders transactions shall be conducted electronically through the university portal, unless the same is not possible for technical reasons related to the unavailability of appropriate information technology systems.
- Public tenders' notices shall be made on paper-based media outlets such as newspapers and magazines while simultaneously being advertised via electronic means.
- No cash payments shall be made against the electronic tender documents.

Stock

Stock Items

- Materials shall be classified as stock items at the discretion of the Office of Procurement.
- The "stock items" shall be entered in the registers of warehouses and accounting books as "custody" items when they are purchased. Their value shall only be charged to their appropriate expenditure category when they are issued for use and consumption purposes.

Non-Stock Items

- Non-Stock items shall not be added to the custody of warehouses or included in their inventory records.
- The value of non-stock items shall be charged to their appropriate expenditure category immediately after their receipt.

Disposal Items

- "Disposal Items" shall be kept in a separate place in the warehouses until they are disposed of. Meanwhile, they shall be under the supervision of storekeepers.
- "Disposal Items" shall be recorded in special registers independent of the warehouses inventory and accounting records.

Materials Coding

- The Office of Procurement shall set up a central coding system and a specifications guide for all stock purchases.

Stocking Policies and Provisions

- The Office of Finance shall keep accounting books to monitor the value of stock. The books shall be matched monthly with the data on the warehouse system.
- The Office of Procurement shall specify a minimum stock limit, a maximum stock limit and a reorder limit for each of the stock items. These limits shall be noted in the warehouse's records.

Storekeepers and their Duties

- A storekeeper for each warehouse shall be appointed as per the university organizational structure.
- A storekeeper may have one or more assistants who may take his place in his absence.
- Storekeepers are personally responsible for items under their custody. They shall safeguard and take care of these items, be aware of their weight, quantity, type, and measurements, as well as all that might expose them to damage or loss. They shall only be discharged of responsibility for damage or loss if there is evidence available to the university proving that the damage or loss was unavoidable and that it was a result of circumstances beyond the storekeepers' control.
- In the case of the storekeeper's termination of service or absence for whatever reason, a stock taking shall be carried out and a replacement shall be appointed and assigned the duties of the storekeeper.
- Storekeepers shall submit periodic lists every three months to the Procurement manager so that he can take the necessary action regarding the following:
  - Surplus items.

- No longer needed items.
- Obsolete items.
- Unusable items.
- Items exposed to damage.
- Items which have limited expiry date.

Rarely Needed, Stagnant and Surplus Items

- The items which are not requested or issued as reflected in the warehouses' inventory records for twenty- four solid consecutive months shall be written off and turned into disposal items to be auctioned out or sold in any other method consistent with the applicable regulations.

Receiving, Stocking, and Issuing Stock Items

- The storekeeper shall receive the "Stock Items" and inspect them to ensure that they match purchase orders in term of quantities and specifications. Should the materials inspection need special technical expertise, the storekeeper shall seek assistance from an employee with expert knowledge on the received items.
- The items whose value exceeds AED250,000 (two hundred and fifty thousand dirhams) shall be received by the Receipt Committee and the storekeeper.
- A paper receipt voucher for the received quantities which meet the specifications shall be issued and signed by the storekeeper and the Receipt Committee chairman in the cases that so require.
- Items which do not comply with the specifications, or more than the required quantity specified in the purchase order shall be kept in a special place as a first step of a process to return or replace them. The supplier shall be notified of the same in writing by the Office of Procurement. The Office of Finance shall also be notified thereof.
- Stock Items shall be issued to user colleges and administrative units in electronic vouchers. The Issued items shall be priced according to the approved accounting policy. The Value of the issued items shall then be included under the relevant expenditure category and the quantity and value shall be deducted from the warehouse stock and accounting records.
- The items issued but later returned to the warehouses shall be recorded in an electronic or paper voucher. Their value shall be deducted from the same relevant expenditure category under which they were deducted upon issuance. The quantity of the returned items shall then be added to the warehouses' custody and their value recorded in the warehouses 'accounting books.
- The storekeepers shall see to it that the used items are stored in a place other than the place where the new items are stored. They shall also make sure that the flammable materials are stocked in special warehouses that observe their nature.

Comprehensive Annual Stocktaking

- A comprehensive stocktaking of all contents of the warehouses shall be conducted at least once a year without prejudice to the perpetual surprise stocktaking system applicable

over the year.

- The comprehensive annual stocktaking shall start on 15th August of each year and be completed before the end of August.
- Committees for annual stocktaking shall be set up under a decision by the VCAFA or his delegate.
- During formation an ad hoc committee for stocktaking, it shall be observed that the Office of Finance and the Internal Audit Office are represented. The stocktaking shall be carried out in the presence of a storekeeper.
- Stocktaking committees shall prepare lists of counted items showing the actual balances of items and matching them with balances on the warehouse's records, taking note of any possible surplus or shortage. If there is surplus or shortage, it shall be noted in the stocktaking lists.
- The stocktaking lists shall be prepared according to the form developed by the Office of Finance for that purpose.
- A copy of the stocktaking lists shall be forwarded to the Internal Auditing for their opinion. In case of spotting a financial or administrative breach, the matter shall be referred to the VCAFA or his authorized delegate to take the necessary disciplinary action against the breaches in accordance with the applicable law.
- The Office of Procurement shall settle the stocktaking inconsistencies by making additions or deductions after receiving the verdict of the VCAFA or his authorized delegate.

Partial, Surprise Stocktaking

- The internal audit office shall conduct a surprise partial stocktaking as part of the perpetual stocktaking program.
- In case of finding a shortage or a surplus, the internal audit office shall investigate the reason behind the shortage and report the findings to the VCAFA or a delegate authorized by him to investigate the matter.

Related Policies

- External Audit Policy
- Internal Auditing Policy
- Financial Policy
- Cash Management Policy
- Risk Management Policy
- Financial Risk Management Policy
- Auxiliary Enterprise Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	Financial Controller	VCAFA	BOT
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Cash Management Policy

Policy Name	Cash Management Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This policy details the flow of cash resources, in terms of receiving cash from students, acceptable currencies, PDC's conditions, remittances through banks, and regular deposit of available balances into bank accounts.

Policy Purpose

The policy serves as a guidance towards safeguarding USTF's cash resources, throughout a set of policies and procedures that control the process of collecting cash and depositing into bank accounts, in a way that reduces the risks involved, avoids accumulated excess (idle) cash balances, and increases USTF's ability to use its own cash resources in meeting daily spending requirements as well as decreases bank borrowings to the minimum levels.

Detailed Policy Statement

Accepted Currencies

- GCC currencies.
- United States of America Dollar (USD)

Foreign Currency Exchange Rates:

- Finance Department will define the fixed exchange rate for each currency and display the rates on the screens. Rates are defined as per the market practice.

Collections from Students/Clients:

- The following types of payments are accepted by the University:
  - Cash Payments.
  - Current Dated Cheque Payments.
  - Post Dated Cheques Payments.
  - Credit Card Payments.
  - Wire transfers/Direct Bank Deposits.
- Payments by cheques should be in local currency and a cheque withdrawn on a local bank.
- Payments by PDC should follow USTF internal policy.
- Payment received through Wire Transfers/Direct Deposits will be credited to beneficiary account after checking the bank statement to insure receiving the same to our bank.

Daily Collections:

- Payments received by USTF will by entered to the beneficiary account on the spot and an official (system) receipt voucher will be printed for the payee.
- Each collector (Teller) has a separate custody which contains all payments received by him/her during the day and still not dispatched to the Main Cashier.
- End of day; Teller should count physical amounts in his/her custody, tally the amount with custody report total and then to deliver his collections to the Main Cashier.

Bank Remittance:

- Daily collections will be consolidated and delivered to the bank next working day.

Secure Holding of Receipts Prior to Deposit:

- Any cash or cheques not deposited should be kept in a locked, fireproof safe, cabinet or lock box. The access to the above should be restricted. Post-dated cheques should be treated in the same manner and cashed on the cheque dated.
- Cash should be kept in a safe and properly protected place.
- All cash receipts must be deposited into the bank the following day. Collections from the imprest cash should be segregated.
- All cash collected will be kept in a safe with two keys, one of which will be with the Cashier and the other with the Finance Manager. A duplicate set of the keys should be kept in the safe custody of the Financial Controller.
- Cash in the safe and in transit should be insured against theft and fire. A Fidelity Insurance Cover for the accountant responsible should also be taken out.
- At the end of the day and/or during the absence of the accountant, who maintains the cash balance, the safe should be locked.

Regular depositing of Receipts Within Approved Time Frames:

- All receipts (cheques/cash) should be deposited daily into a designated bank account.
- The accounts department will prepare a bank deposit slip in duplicate at the end of the day or during the day. The relevant will be recorded on the bank deposit slip.
- The bank account in which the cash is to be deposited will be ascertained prior to allotting the account codes to the bank receipt voucher.
- The cash will then be taken to the bank along with both copies of the bank deposit slip. The bank will retain the original and will return the duplicate duly acknowledged which will be attached to the related BRV.
- The accounts department will reconcile the total amount of the cash deposited into the bank with the total of the receipts for the day to ensure prompt banking.

Reconciliation of Receipts and Deposits:

- At the end of each month a Monthly Cash Tally Sheet will be prepared after reconciling the physical cash with the balance as per the general ledger.
- The accountant should also tally the physical cash balance with the balance as per the general ledger after ensuring that the receipt vouchers, petty cash vouchers and outstanding temporary advance slips for the month have been settled.
- In the event of any shortage/excess noted on verification, the discrepancy should be investigated. If the amount is to be recovered from the accountant concerned, he should reimburse the shortage promptly. If prompt reimbursement is not possible the shortage should be debited to his personal account and should be recovered from his salary or other amounts due to him.
- The total of all receipts will be checked to the subsequent day's bank deposit slip. The account codes and supporting documentation will be checked prior to posting into the system. The accountant will check the transaction journal the following day to ensure that the account codes have been correctly entered in the system.

- All cancelled copies of CRVs will carry the "cancelled' stamp and missing sequence numbers will be investigated.

Related Policies

- External Audit Policy
- Internal Auditing Policy
- Financial Policy
- Procurement and Inventory Control Policy
- Risk Management Policy
- Financial Risk Management Policy
- Auxiliary Enterprise Policy

Document History

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Financial Risk Management Policy

Policy Name	Financial Risk Management Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This financial risk management policy serves as an institutional framework that provides guidelines to monitor and track possible financial risk factors that might cause disruptions to the smooth functioning of business operations, and thus hinder the fulfillment of the University's mission or strategic goals. USTF risk management policy and financial risk management stem from Ministry of Education *Standards* (MoE) and the Commission for Academic Accreditation (CAA) requirements. Several risk factors can affect the proper delivery of University's key business activities and support services. All potential risk factors are grouped into one of the following risk categories:

- Financial Risks, which are the subject of this policy.
- Information Technology Risks.
- Facilities and Infrastructure Risks.
- Environmental Health and Safety Risks.

Policy Purpose

This policy aims at identifying the probability of having negative consequences of certain incidents that might occur during the normal course of operations and thus clarifying the set of controls, activities, and actions in place to control University of Science and Technology of Fujairah (USTF) business continuity with regards to such risks. Each activity or task carries some element of risk. Therefore, it is imperative to have a proper risk management policy to identify and tackle risks that may affect the functioning and outcomes of various business operations, tasks, and activities.

Policy Scope

This policy shall cover operational risks pertaining to fiscal resources, information technology, facilities, and occupational health and safety.

Financial Risk Management

1.1 Purpose

This section identifies, evaluates, and mitigates the negative impact of different sources of financial risks which may expose the University to potential losses of financial resources or fluctuation of financial performance. Therefore, a structured methodology is established and adopted by the University to regularly identify such risks, evaluate the negative financial impact of certain events, decide their significance, and adopt the best risk mitigation strategies to deal with such risks.

1.2 Financial Risk Identification

1.2.1 Credit Risk

Credit risk is the risk that an external party to a financial instrument will fail to meet an obligation, causing the University to incur a financial loss.

1.2.2 Liquidity Risk

Liquidity risk is the risk that the University will encounter difficulties in raising funds to meet its liabilities when they become due.

1.2.3 Interest Rate Risk

The University is exposed to interest rate risk on its interest-bearing assets and liabilities; namely fixed deposits, medium-term loan, and borrowings.

1.2.4 Accounts Receivable Risk

While the university balances between the interests of all stakeholders, certain special situations faced by some students can justify granting them credit facilities by postponing the payment of due balances or accepting settlements by post-dated cheques or scheduled installments. The accounts and cheques receivable risk is identified by the overdue customer balances, cheques receivable and scheduled installments with the probability that such amounts are becoming uncollectible.

1.2.5 Business Risk

Business Risk involves the risk of declining revenues due to decrease in number of students or prices, or the uncontrolled increases in expenditures during the normal course of business activities, which will ultimately affect the financial performance and the ability to meet certain requirements to ensure smooth running of operations.

1.2.6 Budget Insufficiency Risk.

This risk involves the risk of running short of budget due to declining revenues related to potential drop in student enrollment/ decreasing demand on certain programs, or due to uncontrolled increases in expenditures or financial losses during the normal course of business activities which might be caused by uncontrollable circumstances such as fire, theft, claims by third parties for damages or losses, which will ultimately affect the university's ability to meet its obligations.

1.2.7 Compliance Risk

This is the risk of not conforming to financial rules, regulations, standards, and laws. This mainly includes the risk of not complying to VAT regulations, general pension, social security regulations, and financial reporting standards.

1.2.8 Human Resources Risk

Some risks are associated with human resources management function during the normal course of operations, including lack of compliance to applicable legal rules and regulations, improper performance of job duties and responsibilities assigned to staff members that would negatively impact the quality of work and achievement of goals and objectives, and failing to adapt to recent trends in the business environment.

1.2.9 Procurement Risk

Some risks that can be associated with procurement function from financial perspective may include lack of a strategic perspective of the procurement activities; failing to maintain viable relationships with key vendors, discontinued availability of supply sources for some key

products and services that add critical value to work, lack of proper and timely communications with other units related to key projects, contracts, events and activities which can cause delays in providing the necessary supplies, equipment and tools, or price disadvantages due missing the benefits of bulk buying.

1.3 Financial Risk Evaluation and Mitigation Methodology

1.3.1 Credit Risk

Financial assets, which potentially subject the University to concentration of credit risk, consist principally of the current bank accounts and deposits/ saving accounts. The university mitigates its credit risk regarding the bank deposits throughout:

- Dealing with high credit quality financial institutions, in addition to conducting continuous review of the financial institution's credibility, considering the trade-off between the benefits obtained from dealing with certain financial institution and the credibility risk involved.
- Extra available funds are invested in short-term fixed deposits that don't exceed 1-year maturities and over several maturity dates carefully distributed throughout the year to ensure satisfying any urgent needs for cash to meet operational requirements while avoiding the liquidation of such deposits before the maturity date and thus losing the expected returns.
- The university's management is continuously evaluating its investment credit risk to ensure that the credit risk related to bank accounts lies within an acceptable range.

1.3.2 Liquidity Risk

To mitigate such risk, the management ensures the availability of diversified funding sources along with continuous monitoring of liquidity sufficiency on regular basis.

- Regular cash flow forecasting serves as a key indicator of future cash sufficiency, which helps providing an early alarm pertaining to any anticipated liquidity problems.
- Cash safety margin must be maintained, that is equivalent to a minimum of (2) times total monthly operating expenses.
- Availability of easily accessible funding sources; either through equity or debt sources, which should be maintained to quickly raise necessary funds to meet any financial obligations and ensure smooth running of operations.
- Reliable and sustainable relationships with banks and other financial institutions should be maintained to facilitate providing the necessary funds within a short period.

1.3.3 Interest Rate Risk

To mitigate the risk of having lower rates on deposits or higher rates on term borrowing considering the changes in interest rates prevailing in the market, the university's Office of Finance should:

- Keep diversified ranges of maturities of its deposits, which allows quick reaction according to changes in the market rates.
- This method also reduces the exposure to the risk of losing the part or the whole returns on such deposits due to potential early liquidation of the deposits to meet emerging spending requirements.
- In addition, the University should regularly conduct a continuous revaluation and analysis of the market rates to maximize interest revenues on deposits and minimize interest expenses on borrowings.

1.3.4 Accounts Receivable Risk

The accounts receivable risk is mainly involved with amounts due from students, sponsors, tenants, and other customers. The University mitigates the accounts receivable risk throughout:

- Continuous review of the aging of accounts receivable balances, identification of those old accounts with high probability not to be collected, setting strict internal controls and procedures, and seeking to reach to settlements with parties having accumulated old receivable balances.
- Tracking the amounts of bounced cheques, their value dates, and taking needful actions towards collecting such overdue balances.
- In addition, the University should implement strict measures prior to accepting cheques as an option to settle due accounts receivable, throughout reducing their maturity periods to the minimum, and keeping updated customer profiles to provide a readily available history of cheque collection, enabling to take informed credit facility decisions in the future.
- The University should continuously find sustainable funding sources throughout different fundraising activities that aim to provide financial assistance to help needy students to settle their due balances; thereby mitigating the negative financial impact of default accounts.
- Setting credit limits for customers, students, and sponsors, and continuously monitoring the overdue balances as well as the outstanding receivables. The credit limits should be reviewed on regular basis to avoid accumulation of large balances of accounts receivables.
- System controls should be also put in place to easily identify accumulated balances and alert the finance team to take necessary action towards collection.
- The collection of post-dated cheques (PDC's) is done as a guarantee against the collection of outstanding receivables. However, accepting such PDC's should be subject to approvals in view of the credit history, with maturity dates that should not exceed a period of 6 months.
- Sufficient allowances for doubtful debt are taken as a reserve to face any future losses due to uncollectible accounts, thus ensuring the stability of financial performance. The management must ensure that such allowances are sufficient and provide reasonable coverage of doubtful debt to avoid material loss or fluctuation of the financial performance.

1.3.5 Business Risk

To avoid the potential negative impact on financial performance and the ability to meet certain requirements, and to ensure smooth running of operations, several approaches and techniques should be adopted by the university's management to mitigate the different types of business risks, as follows:

- The university's management should follow a continuous improvement approach as a methodology to mitigate such risks, throughout continued efforts that aim at improving the quality of academic programs; studying the dynamic market needs for new knowledge areas and introducing new academic programs that fulfill such needs and stimulates sustainable growth in business activities.
- The planning and budgeting process also helps addressing the key business risks involved

in different business activities, and the level of uncertainty that is inherent in the planning process. The annual budget preparation cycle illustrates how the University plans and provides the optimal allocation of resources as needed to achieve USTF's strategic goals and objectives.

- An in-depth planning and financial feasibility prior to launching any new academic program or investing into other expansion projects must be conducted. By adopting such approach, the University will be able to expand its students' base and diversify the revenue generating activities while minimizing the business risks involved in such activities and being well-prepared for any potential financial surprises that may interrupt operating activities.
- To better manage the other risk factors inherent in operations, the University mitigates the negative impact of some potential events that rest outside the control of USTF management, by enrolling into several insurance policies. These include:
  - **Fidelity Insurance Policy:**
    To indemnify USTF against any loss sustained by any act of fraudulent action or misuse of university resources by any employee who's dealing with cash amounts.
  - **Public Liability Insurance Policy:**
    To indemnify USTF against any loss due to the legal liability arising from running different business activities, where USTF may become legally liable to pay for compensation in respect to accidental bodily injury to third parties or accidental losses or damages to third party's property.
  - **Money Insurance Policy:**
    To indemnify USTF against any loss of cash amounts and the cost of any related damage that is associated with any theft or attempted theft during the normal course of business activities.
  - **Property All Risks Insurance Policy:**
    To indemnify USTF against any loss caused by any incident or event that exposes USTF's properties and its contents to losses or damages suffered as a result of the occurrence of common hazards, such as fire, building destruction, or damage of any insured contents.
  - **Public Liability Insurance – Internship Activities:**
    To indemnify USTF against any legal liabilities towards any third party, including students, in respect of personal accidents and/or property damage arising out of internship activities of students in the medical fields, who are exposed to high risks of lab materials; pharmacy, dentistry and clinical training activities, either on-campus or outside.
  - **Budget Insufficiency Risk**
    This involves the risk of running short of budget due to declining revenues due to potential drop in student enrollment, decreasing demand on certain programs, or due to uncontrolled increases in expenditures or financial losses that might be caused by uncontrollable circumstances such as fire, theft, claims by third parties for damages or losses, which will ultimately affect the financial performance and the ability to meet

certain requirements to ensure smooth running of operations. To avoid falling into budget insufficiency risk, the following steps must be taken:

- All revenue and expense estimates shall be based on clear assumptions that reflect a systematic methodology of estimation of the main/ leading accounts.
- Continuing improvement of the annual budget preparation cycle to ensure its ability to predict any potential challenges in advance and take necessary remedial measures to ensure optimal allocation of resources as needed to achieve the strategic goals and objectives.
- Maintain a contingency fund to provide necessary funding for any unplanned or emergency spending needs. The contingency fund should be estimated as a percentage of the annual operating spending budget or as a lump sum amount that is based on certain trends or historical utilization of such fund.
- Maintain positive cash flows with excess free cash flows to support all expansion projects and maintain the extra funds into short term/ low risk bank deposits, thus providing stable and sustainable source of funding to easily satisfy all short- and long-term operational spending requirements.
- Conduct in-depth planning and financial feasibility prior to launching any new academic program or investing into other expansion projects.
- Utilize the budget reallocation techniques so that in case allocated funds are insufficient to cover requested expenses, the respective unit should try to reallocate funds between different budget line items in the unit's own approved annual budget. This reflects reconsideration of priorities that might lead to postponing some less important planned activities to satisfy some other more demanding requirements.
- Consider additional budget allocations unless it is possible to transfer between the budget line items of a specific unit or to cover the shortage from the contingency fund. Additional budget allocations can be requested, while clearly stating the reasons for such additions. Such additional budget allocations can be approved by the Office of Budget and Planning in case the requested expenses will generate additional revenue which is not budgeted for (i.e., event or activity). In case the additional expense does not result in generating additional revenue, then the request shall be approved by the Board of Trustees.

1.3.6 Compliance Risk

The following steps can be taken to mitigate the compliance risk:

- Provide a continuing learning and professional development opportunities to the team directly involved in VAT filing, financial reporting and all related rules, regulations, and standards.
- Adoption of proper system setup, automated processes, and other internal control measures to ensure accurate calculations and reporting along with review and validation practices.
- Conduct regular awareness sessions for other users from Office of Finance and other units.
- Conduct regular consultancy and health check sessions by specialized consultants to ensure that all processes and reports are fully compliant with applicable regulations and financial reporting standards.

- Participation in related workshops, conferences and seminars and maintaining viable relationships with contacts from other peer institutions within the higher education sector.

1.3.7 Human Resources Risk

The following steps shall be taken to mitigate the risks associated with human resources:

- Conduct continuous training and professional development courses to familiarize staff members about the labor law and regulations, train them on change management and how to successfully adapt to the rapid changing environment.
- Conduct regular surveys to obtain feedback from staff members on different business-related matters, ideas, and suggestions to help addressing necessary changes that might be needed within the workplace environment.
- Set clear objectives for staff members along with expected level of skills and competencies and conduct regular performance appraisal to identify the achievement of such objectives and the training needs that help them meet their performance targets.
- Standardize the job descriptions and regularly update them to suit evolving business needs, throughout allocating proper job scale and promotion policies, benchmarking the pay scales with peer institutions, and avoiding high employee turnover by finding effective ways for talent retention.
- Maintain high quality health insurance benefits for all employees and their eligible family members that provide accessibility to necessary healthcare services.
- Provision of sufficient budget to enable conducting professional development and training programs as well as other staff motivation techniques.

1.3.8 Procurement Risk

The following steps shall be adopted to mitigate the risks associated with the procurement function:

- Conduct continuing assessment and review of procurement procedures.
- Obtain feedback from end users on the quality of products and services, as well as the commitment of suppliers and contractors.
- Conduct regular surveys for suppliers to obtain their feedback about the procurement cycle and how it can be improved.
- Identify key suppliers of frequently needed products and services and enter into supply agreements with them to ensure continued availability of such supplies within an affordable timeframe.
- Maintain proper communication channels with end users to be aware of their operating plans and be able to satisfy their requirements on time.
- Conduct continuous training and awareness sessions for Office of Procurement at the University.

Related Policies

- Risk Management Policy
- External Audit Policy
- Internal Auditing Policy
- Financial Policy

- Procurement and Inventory Control Policy
- Cash Management Policy

Document History

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Auxiliary Enterprise Policy

Policy Name	Auxiliary Enterprise Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This policy serves as a guideline for regulating the activities of on-campus auxiliary enterprises. The Office of Finance, under supervision of the Vice Chancellor for Administrative and Financial Affairs (VCAFA), is controlling, managing, and supervising all business operations on campus. Individual or group tasks involving the production, sale, distribution, and marketing of goods or services are considered business activities. This includes marketing for direct or indirect sales using posters, flyers, handouts, or other promotional materials.

Policy Purpose

The purpose of the University Auxiliary Enterprises Policy is to ensure compliance with USTF's policy regarding business activities and to exercise the required control and supervision on the campuses of the University. The policy shall apply to personnel, faculty, staff, student organizations and visitors, and to all facilities, including all buildings, land, and open spaces, and to any person, organization, or business desirous of using USTF facilities.

Definitions

- **Auxiliary Enterprises** are business enterprises or other support activities (as distinguished from primary programs of instruction, research, and public service) operated on a self-supporting basis, the primary purpose of which is to provide specified services to the campus community.
- **Self-Supporting** means that revenues received (fees for services, sales, dedicated general fees, contributions, and investment income) should cover the direct and indirect operating expenses, assignable indirect costs, debt services and capital expenditures.
- **Campus Community** as used in this policy refers to faculty, staff, and students.

Policy Details

- The director of the University Facilities and Services Office has the responsibility to control, manage and supervise all business activities on his/her respective campus.
- The Office of University Facilities, under the auspices of the Office of the Vice Chancellor for Administrative and Financial Affairs (VCAFA), shall be the only body empowered to conduct business activity at the University.
- Business activity shall include any undertaking of an individual or group, which encompasses the production, sale, distribution, by sale or gifts, of products or services. The sale and distribution of products and services includes any method of marketing by way of direct selling or indirect selling, including the use of posters, flyers, handouts, or other promotional literature. Such activities shall be subject to the provisions of this policy.

- Distribution of non-commercial written material such as pamphlets, handbills, circulars, newspapers, magazines and other materials may be given away or sold on a person-to-person basis in open areas outside of buildings and other closed structures on the campus, except as follows. No stand, table or booth shall be used in distribution except upon permission of the appropriate authority. Distribution shall be made from a designated location and salesperson are not allowed to walk around campus distributing written material.
- There shall be no advertisement or other public statement in which USTF's name is used in connection with any non-university organization, business, or person in any manner or medium that implies that the University supports, approves, or endorses any product, service, interest, position, or ideology of that organization, business, or person.

Support Role of Auxiliary Enterprises

- Auxiliary enterprises are operated as essential elements in support of the mission of the university. They are to provide quality products and/or service at the lowest practical price.

Designated Auxiliary Enterprises

The following are designated auxiliary enterprises:

- Building Maintenance, Security, cleaning services, Parking and Transportation Services, Residence Halls, University Catering Services, Printing and Photocopying Services, etc.

Management

- The university will provide administrative, accounting, and financial oversight to auxiliary enterprises through the office of Vice Chancellor for Administrative and Financial Affairs (VCAFA), Student Affairs Deanship, Administrative Department and University Health Services as applicable.
- USTF warrants that the use of the Leased Premises by the Lessee will not violate any restrictions, reservations, or laws in relation to the Leased Premises.
- Water and electricity shall be provided by USTF.
- USTF shall report the revenues and costs related to auxiliary enterprises, which are accounted for separately and included in regular financial reporting.
- USTF shall use the revenues more than expenses for auxiliary services in a manner consistent with the institution's policies to improve student and training services, such as scholarships and support for student activities.
- USTF shall not be responsible for business losses that might occur due to electricity or water shortage due to blackouts, force majeure, inclement weather, or other occurrences that are beyond the reasonable control of USTF.
- The enterprises must make sure that the rented Premises and all other products served by USTF be prepared, held, and handled in a safe and sanitary manner in accordance with the hygienic standards of the Ministry of Health in the United Arab Emirates (MOH). Food items must be pre-packed, or if prepared on-site must be supervised by a qualified food

service professional. Local health codes must be followed. No tobacco, alcohol or pork products will be permitted.

- Enterprises must permit USTF staff to enter the Leased Premises at any time outside normal business hours in case of an emergency or otherwise during normal business hours. Such arrangement will not unreasonably disturb or interfere with the enterprises' use of the Leased Premises or operation of its business. It will help to examine, inspect, and show the Leased Premises for purposes of leasing, sale or financing, to provide services or make repairs, replacements, changes or alterations as provided for in this Lease and to take such steps as USTF may deem necessary for the safety, improvement or preservation of the Leased Premises.
- Enterprises must maintain the Leased Premises and all improvements therein in good order and condition. Keep the leased Premises in a clean condition and remove from the leased Premises at its expense all food waste (floor and tables) and garbage.
- Enterprises must not use the Leased Premises for any other purpose other than the business agreed upon with USTF.
- Enterprises must ensure that an appropriate security arrangement for the Leased Premises are always in place.
- Enterprises required not doing anything in or outside the Leased Premises that might cause nuisance, damage, or annoyance to USTF or any person.
- Enterprises must comply with any reasonable request from USTF for the delivery of information, data or such other documentation relating to the operation of the business.
- Enterprises should not keep in Leased Premises without the permission from USTF any hazardous substances, articles, chemicals, or anything that may be in nature challenging to the human life.
- Enterprises may from time to time at their own expenses, make changes, additions, and improvements to the Leased Premises to better adapt the same to their businesses. However, any change, addition or improvement shall only be made after obtaining written consent from USTF and shall be carried out in a good and competent manner and only by persons selected by the enterprises and reasonably approved in writing by USTF.
- Enterprises shall pay promptly when due all costs for work done or caused to be done which could result in any lien or encumbrance on USTF's interest in the property, shall keep the title to property and every part thereof free and clear of any lien or encumbrance.
- If during the Term the Leased Premises or any part thereof is be damaged by fire, lightning, tempest, structural defects, or force majeure or by any additional perils from time to time defined and covered in the standard broad-coverage fire insurance policy carried by USTF on the Leased Premises, the following provisions shall apply:
- If, resulting from such damage the Leased Premises are rendered partially unfit for occupancy, the Rent shall abate in the proportion that the part of the Leased Premises rendered unfit for occupancy by enterprises is of the whole of the Leased Premises. If the

Leased Premises are rendered unfit for occupancy by the enterprises, the Rent shall be suspended until the Leased Premises have been rebuilt and repaired or restored.

- Notwithstanding, subsection (i) above, if in the opinion of USTF's architect or engineer given within 30 business days of the damage occurrence, the Leased Premises shall be impossible to rebuilt, repaired, or restored with reasonable diligence within 60 days after the occurrence of the damage; consequently, either USTF or the enterprises may, at their choice, terminate this Lease by notice in writing given to the other party within 15 days of the USTF's architect or engineer opinion. If notice is given by USTF or the enterprises under this Section, then this Lease shall be terminated from the date of such damage and the enterprises shall immediately surrender the Leased Premises and all interest therein to USTF. The Rent shall be apportioned and shall be payable by the enterprise only to the date of the damage and USTF may thereafter re-enter and repossess the Leased Premises.
- If the Leased Premises are capable with reasonable diligence of being rebuilt, repaired, or restored within 60 days of the occurrence of such damage, then USTF shall proceed to rebuild, restore or repair the Leased Premises with reasonable promptness within 60 days. Any additional period due to delay caused by lockouts, slow-downs, shortages of material or labor, force majeure, inclement weather or other occurrences which are beyond the reasonable control of USTF; and the Rent shall abate in the manner provided for in subsection (i) above until the Leased Premises have been rebuilt, repaired or restored. Provided that nothing in this Section shall in any way be deemed to affect the obligation of the enterprise to repair, maintain, replace, or rebuild the Leased Premises as otherwise provided for by the terms of the Lease.
- All prices applied by the enterprises should be submitted to USTF for approval to meet the University standards to the provision of student service. Upon the acceptance between both parties on all price lists, no alterations or changes shall be permitted without the prior consent of USTF. Proposal for price changes can be submitted upon contract renewal in written to USTF for approval.

Charges for Goods and Services

- Selling prices, rents, fees, and other charges by auxiliaries are to be set at a level adequate to support the operating and reserve requirements.

Charges for University Services Provided to Auxiliary Enterprises

- Auxiliary enterprises are expected to pay their appropriate share of costs for physical facilities and other directly chargeable support costs related to their operation. In addition, auxiliary enterprises shall pay an appropriate share of other administrative support costs of the university. Such charges shall be determined each year in accordance with a formula.
- Account Requirements: Each auxiliary enterprise shall use accounting systems applicable to the type of enterprise operated. Appropriate information shall be available in and adapted to the University financial accounting system.
- The enterprises shall pay to the University, during each Gregorian calendar year of the Term, as rent for the Leased Premises the ---------- AED (the "Minimum Rent") for

both male and female sections, described as ---------- AED for the Male section and ---------- AED for the Female section in which the payment method will be as follows:

Sequence	Amount	Due Date
First Payment	AED	--/--/20--

- Divided into three payments per year based on 30%, 30% and 40% were (……AED) is paid in advance upon signing the contract and the rest of the amount is paid accordingly after 4 months of signing the contract.
- All amounts payable by the enterprises to the University pursuant to the Lease, shall be deemed to be rent and shall be payable and recoverable as Rent in the manner herein provided.

Reporting Requirements

- Annually, a report shall be prepared for each auxiliary enterprise in a format provided by the VCAFA. The report shall be submitted to the VCAFA, who shall advise the Board of Trustees of operational problems indicated by the report.
- The Finance Manager shall coordinate the submission of the reports.
- In connection with the annual University budget process, a report shall be prepared by each auxiliary enterprise describing its operation for the fiscal year then being concluded and evaluating how well the auxiliary enterprise serves the needs of its users.

Advertising

- The University Advertising Policy shall apply to all non-university entities and/or commercial businesses, which desire to place advertising on the campus of the University. Nothing herein shall prohibit University departments from advertising and promoting their own services or programs on the University campus.
- In general, commercial businesses and all non-institutional entities are prohibited from indiscriminately advertising on the campus. Flyers, poster, etc. promoting business establishments containing advertising are banned. The prohibition also includes the placement on campus of non- university publications, which contain advertising.
- Advertising of a private enterprise on campus is permitted only in approved campus publications, newspapers, and magazines.

Advertising may appear in the following University media:

- Advertising related to sports and cultural events.
- Promotional material related to auxiliary service units and their products.
- Other official publications of the University.

Sales

- University Facilities and Services Office shall be the only body empowered to conduct sales activity on the campus.

Procedures for Commercially Sponsored Businesses at USTF

- Individuals or businesses wishing to do business must contact the University Services Department to be approved in advance.
- Commercial activities will be subject to space availability and must adhere to University System of guidelines and policies.
- The responsible for the Office University Facilities will grant or deny permission upon confirmation of the availability of appropriate sales space.
- A fee of ADE ----- per day payable to USTF is required. This fee shall be paid in installment to the Office of Finance.
- Sales or advertisements in direct competition with USTF's services, activities and operations of the University are prohibited.
- Vendors must be prepared to provide their own table(s), chair(s), and extension cords to display their products. At its sole option, the University may provide limited assistance.
- Distribution or sale of newspapers shall not be made in buildings or closed areas on USTF except as provided for by this regulation.

Procedures for University Sponsored Activities

Sports:

- The Office of University Facilities reserves the right to manage all food, beverage and other goods at all sports and cultural events held at USTF. The department may delegate this responsibility to other departments on a case-by-case basis.

Student organizations:

- Sales by student societies must be conducted totally by a recognized student society. Co-sponsoring with a non-university group is prohibited.
- The student society must contact the Student Affairs Deanship to request authorization for a sale.
- Student societies are required to adhere to all Student Activities' policies regarding sales and fund raising. Funds raised must be deposited to and accounted for through the student society's account.

Academic and administrative departments

- Academic offices, units or programs may also have limited authority to conduct sales in conjunction with educational activities. Revenue and expenditures associated within academic departments and unit's educational courses, which involve, as part of the educational experience, the sponsorship of activities and the production and sale of a product on a limited basis shall be accounted for through the Office of Finance.

Solicitation

- Solicitation shall include any undertaking of an individual or group which attempts to promote the sale or use of a particular product or service. Specifically, this policy addresses the following:
- Soliciting on campus (door to door or office to office) is expressly prohibited.
- There shall be no soliciting of funds, prizes, or awards for scholarships, loans, grants, equipment, supplies, or other purposes unless it is approved by and in cooperation with the Office of the COO and/or others expressly authorized by the Chancellor.

- Solicitation in or on all campus facilities (buildings and grounds) by private individuals, faculty, staff, or non-resident students is prohibited.
- Personal solicitation through campus e-mail list is prohibited.

Procedures for Student Sponsored Solicitation

- Solicitations by a Student Society is permitted but must be conducted totally by a recognized student group. Co-sponsoring with a non-university group is prohibited.
- Student societies must contact the Student Affairs Deanships to request authorization for a solicitation event.
- Student societies are required to adhere to all Student Activities' policies regarding sales and fund raising.

Procedures for Alumni and Development

- The Office of Alumni, Career Counseling and Events must follow the solicitation policy governing any other administrative unit at the University.
- The University reserves the right to accept or reject any or all sponsorship activities.

Related Policies

- External Audit Policy
- Internal Auditing Policy
- Financial Policy
- Cash Management Policy
- Procurement and Inventory Control Policy
- Risk Management Policy
- Financial Risk Management Policy

Document History

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10 | Legal Compliance and Public Disclosure Policies

Conflict of Interest Policy

Policy Name	Conflict of Interest Policy		
Policy Owner	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Reviewed	Annually
Approved By	Chancellor	Approval Date	

Policy Statement

This Conflict-of-Interest Policy is designed to help colleges, faculty, staff, and students at the University to identify situations that present potential conflicts of interest and to provide a procedure to appropriately manage conflicts in accordance with the rules and regulations of USTF. It is in the best interest of USTF to be aware of and properly manage all conflicts of interest and appearances of a conflict of interest.

Policy Purpose

The integrity of USTF must be always protected, and the fiduciary relationship of trustees, administrators, employees, and other representatives to the University must be respected in both actuality and appearance. To carry out these responsibilities, USTF's trustees, administrators, employees, and other representatives have an ethical duty to ensure that their direct or indirect personal interests are not inconsistent with or interfere in any way with the best interests of the University. The purpose of this Policy is to identify the type of conflicts and relationships that require reporting to USTF to set forth the procedures for handling such conflicts so that they may be reviewed, approved, managed, and monitored.

Definition

Conflict of Interest exists when the duties owed by an individual to the University conflict with, or may possibly conflict with a personal, financial, or other interest.

Policy Contents and Guidelines

For the purposes of this policy, the following circumstances shall be deemed to create a Conflict of Interest:

- A faculty, staff, or student including family member of any of the foregoing is a party to a contract or involved in a transaction for goods or services.
- A faculty, staff, or student (or a family member of any of the foregoing) has a material financial interest in a transaction between USTF and an entity in which the faculty, staff, or student, or a family member of the foregoing, is a director, officer, agent, partner, associate, employee, trustee, personal representative, receiver, guardian, custodian, or other legal representative.
- Other situations may create the appearance of a conflict or present a duality of interests in connection with a person who has influence over the activities or finances of the University. All such circumstances should be disclosed to the concerned person(s) or staff, as appropriate, and a decision made as to what course of action USTF or individuals should take so that the best interests of the University are not compromised.
- Gifts, Gratuities and Entertainment. Accepting gifts, entertainment or other favors from individuals or entities can also result in a conflict or duality of interest when the party providing the gift/entertainment/favor does so under circumstances where it might be inferred that such action was intended to influence or possibly would influence the

interested person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity.

Procedures

- Prior to committee action on a Contract or Transaction involving a Conflict of Interest, a director or committee member having a Conflict of Interest and who attends the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting. If committee members are aware that faculty or staff have a Conflict of Interest, relevant facts should be disclosed by the committee member or by the person him/herself if invited to the committee meeting as a guest for purposes of disclosure.
- A director or committee member who plans not to attend a meeting at which he or she has reason to believe that the committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.
- A person who has a Conflict of Interest shall not participate in or be permitted to hear the committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
- Opinion of a person who has a Conflict of Interest with respect to a Contract or Transaction that will be discussed at a meeting shall not be considered in determining the presence of a Conflict of Interest. Such person's ineligibility to give opinion shall be reflected in the minutes of the meeting.
- Persons who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of committee action, shall disclose to their supervisor, or the Chair, or the Chair's designee, any Conflict of Interest that such Person has with respect to a Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Interested Person.
- In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to his or her supervisor or the Chair or the Chair's designee, who shall determine whether full committee discussion is warranted or whether there exists a Conflict of Interest that is subject to this policy.

Confidentiality

- Each director, faculty, staff, and student shall exercise care not to disclose confidential information acquired in connection with disclosures of conflicts of interest or potential conflicts, which might adverse the interests of USTF. Furthermore, faculty, staff, and students shall not disclose or use information relating to the business of USTF for their personal profit or advantage or the personal profit or advantage of their Family Member(s).

Review of policy

- Each director, faculty, staff, and student shall be provided with and asked to review a copy of this Policy and to acknowledge in writing that he or she has done so.
- Annually each director, faculty, staff, and student shall complete a disclosure form identifying any relationships, positions, or circumstances in which he or she is involved that he or she believes could contribute to a Conflict of Interest. Such relationships, positions or circumstances might include service as a director of or consultant to another organization, or ownership of a business that might provide goods or services to USTF. Any such information regarding the business interests shall be treated as confidential and shall generally be made available only to the Chair and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.
- This policy shall be reviewed periodically. Any changes to the policy shall be communicated to all faculty, staff, and students.

Basic Conflict of Interest Disclosure Form
Date:
_____
Name:
_____

Position (faculty/staff/student):
_____

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between USTF and your personal interests, financial or otherwise:

_____ I have no conflict of interest to report.

_____ I have the following conflict of interest to report (please specify):

1._____
2._____
3._____

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of USTF.

Signature: _____ Date: _____

Related Policies

- Intellectual Property Policy
- Teach-out Policy and Procedures

- Institutional Relations Policy
- Contracts Review and Approval Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	27/03/2019	Approval as a New Policy	VCAA +VCAFA	Chancellor	BOT
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Intellectual Property Policy

Policy Name	Intellectual Property Policy		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Council for Academic Affairs	**Approval Date**	

Policy Statement

This policy provides guidance for faculty (academic and general) and students (undergraduate and graduate) on the practices of USTF with respect to Intellectual Property. Matters considered include the nature of Intellectual Property, its ownership, exploitation and the specific procedures adopted within the University.

The goal of USTF's research is to inform and improve its teaching and produce outcomes of benefit to the UAE and the world. Intellectual property generated by USTF researchers should be used to maximize the flow of benefits to society, particularly the UAE, and to enhance the reputation of the University and encourage and assist faculty in their careers.

The University is committed to providing an environment where scholarship and innovation can flourish and those participating can be justly rewarded for their efforts. At the same time, recognizing that certain Intellectual Property is developed because of the environment provided by the University and that special relationships exist between the University and its faculty and students, the University wishes, where appropriate, to gain benefit from the activity, with the benefits flowing on to future generations of faculty and students.

In developing the present policy, which draws on past practice, the University has been guided by Intellectual Property policies elsewhere and by statements provided by stakeholders, including the World Intellectual Property Organization. The University reserves the right to modify or add to this policy at any time, provided that such change will only apply to works, inventions, and other subject-matter in which Intellectual Property Rights subsist that come into being after the effective date of the change.

Policy Purpose

In research, scholarship, education, and other activities at USTF, faculty, staff, and students create patentable inventions, copyrightable works, and other forms of intellectual property that merit legal protection and have financial as well as scientific and scholarly value. The University seeks purposeful translation of such intellectual property to societal good whenever possible. The University is committed to timely assessment of legal protection and potential societal benefit of university intellectual property and to sharing equitably the rights and royalties resulting from intellectual property licensing. The purpose of this policy is to define the rights and responsibilities of USTF and its faculty, staff, and students with respect to ownership and administration of intellectual property.

Definitions

- **Course Materials** means all materials produced during or for use in teaching in any form (including digital, print, video, and visual material) and all Intellectual Property in such materials and will include lectures, lecture notes and material, syllabi, study guides, assessment materials, images, multi-media presentations, web content and course software.
- **Exceptional University Resources** means resources of the University which, for the avoidance of doubt, include facilities, funds, services, equipment, paid leave, faculty time and support faculty more than those normally used or available to faculty for producing Course Materials.
- **Intellectual Property** means all statutory and other proprietary rights (including rights to require information be kept confidential) in respect of inventions, copyright, trademarks, designs, patents, plant breeder's rights, circuit layouts, procedures, trade secrets and all other rights as defined by the UAE laws.
- **Specifically, commissioned** means where consideration (which includes, but is not limited to, financial consideration or relief from teaching or other duties) is provided or offered by the University by agreement.

Intellectual Property Ownership

Ownership by the University of Intellectual Property

- Except as otherwise agreed in writing by an authorized officer of the University, or stated in this Policy, the University asserts legal and beneficial ownership of Intellectual Property:
  - Created by academic or general faculty in the course of their employment by the University.
  - Created by students or the University where:
    - Generation of the Intellectual Property has required use of university resources.
    - Generation of the Intellectual Property has resulted from the use of pre-existing Intellectual Property owned by the University.
    - The Intellectual Property belongs to a set of Intellectual Property generated by a team of which the student is a member.
    - The Intellectual Property has been generated resulting from funding provided by or obtained from the University.
  - Created by Adjunct, or Conjoint appointees where:
    - Generation of the Intellectual Property has required use of university resources.
    - Generation of the Intellectual Property has resulted from the use of pre-existing Intellectual Property owned by the University.
    - The Intellectual Property belongs to a set of Intellectual Property generated by a team of which this person is a member and other members are University employees.
    - The Intellectual Property has been generated as a result of funding provided by or obtained from the University.
  - In the absence of any written agreement to the contrary, Adjunct, and Conjoint

appointees who create Intellectual Property falling under this clause will be treated as academic faculty for the purposes of this Policy.

Ownership of Course Materials and scholarly works not specifically commissioned or created with use of Exceptional University Resources

- The University does not assert its right to ownership of any Intellectual Property in scholarly books, articles, Course Materials, or other scholarly works or subject matter generated (whether in written or any other form) by faculty or students, other than:
  - Where Specifically Commissioned by the University.
  - Where produced with the assistance of Exceptional University Resources.
- The faculty member grants to the University a non-exclusive right to use such Course Materials, works or subject matter generated by that faculty member for the University's teaching purposes should the faculty member leave the University.

Ownership of Course Materials Specifically Commissioned

- The University asserts legal and beneficial ownership of all Course Materials, which are Specifically Commissioned. The University may, at its discretion, give the creator(s) of Specifically Commissioned Course Materials a non-exclusive license to use the Course Materials for teaching purposes only provided that such a license will not extend to use of the Course Materials for a course in direct competition with a course of the University.
- Where the University does not commercialize commissioned Course Materials the creator may request assignment of the rights to the creator for commercialization by that individual (or team) subject to agreement including a non-exclusive license to the University for educational purposes.

Ownership of Course Materials created with the use of Exceptional University Resources

- Where Course Materials are or may be created in whole or in part with the use of Exceptional University Resources, a written agreement should be developed between the faculty member and the University as soon as practicable. The agreement should specify ownership of the Intellectual Property in the Course Materials and rights to revenue in the event of any commercialization of the Course Materials and any Intellectual Property generated from the production of the Course Materials.
- In the absence of a written agreement, the University will own the Course Materials, but the faculty member(s) who provided content for the Course Materials will be entitled to compensation in case of commercialization.

Ownership of creative works

- The University does not assert any right or claim to ownership of the Intellectual Property in artistic or other creative works created or composed by its faculty or students, except where these works have been Specifically Commissioned by the University or are created in whole or in part with the use of Exceptional University Resources.

Assignments of Intellectual Property

- The University and faculty members will execute, in a timely manner, all assignments of Intellectual Property necessary to give effect to the ownership provisions set out above and to allow for the use and commercialization of the Intellectual Property by the University in accordance with this Policy.

Effect of this Policy on existing arrangements

- Despite any contrary provision in this Policy, all contracts and arrangements existing at the time of the adoption of this Policy between the University and governments, corporations, or other external organizations, which relate to Intellectual Property and in which the University has an interest; will remain in full force and effect, including those where the ownership of developed Intellectual Property is vested in a third party.

Assignment of ownership by the University

- The University reserves its right to transfer the ownership of its Intellectual Property to third parties in accordance with this Policy, or otherwise, where practicable, following consultations with the creator(s) of the Intellectual Property.

Dealings by faculty members or students

- Except where expressly permitted under this Policy, no faculty member or student may apply for his/her own name, assign, license or otherwise deal with Intellectual Property, which is the property of the University without the written consent of the University.

Students

Conditions applicable to students

Where students are involved in activities that could lead to the development of Intellectual Property over which the University or a third party may claim ownership, the following conditions will apply:

- Participation in the research should not interfere with the assessment of the student's academic performance.
- The student's rights in Intellectual Property in any thesis or publications arising from the research should be protected.
- The student should receive considerations and returns commensurate with those provided for faculty, including a say as to the integrity of the Intellectual Property.
- The student's future career choices should not be closed by the choice to work in a confidential area of research.
- It should be made clear to students what the nature of the work is before they undertake the activity that leads to the claimable Intellectual Property.
- Any confidentiality and ownership of Intellectual Property agreement should only be signed by students after they have been first advised to obtain independent advice.
- Any delays in publication of the thesis that arise from a confidentiality agreement should be limited to a maximum of two years.

Student research at other Institutions

- Where students at the University may be involved in research at institutions, which are affiliated, with the University or at institutions other than the University, agreement should be reached with that institution regarding the rights of the student to Intellectual Property with a view to ensuring that the student's rights under this Policy are maintained as far as practicable.

Supervisors

- Where reasonably practicable, supervisors electing to supervise a student in an area likely to lead to claimable Intellectual Property should ensure a confidentiality and Intellectual Property assignment agreement is completed with the student before the work is commenced.

Exploitation of Intellectual Property Owned by The University

Completion of a Notification Form

- Where a faculty member or student develops Intellectual Property over which the University claims ownership (excluding Intellectual Property referred to in Section 3.2 and 3.5), the faculty member or student must complete and return a confidential notification form (Notification of Intellectual Property Development) to be provided by the office of the Vice Chancellor for Academic Affairs.

Importance of non-disclosure for Intellectual Property Protection

- For the University to comply with laws of Intellectual Property, faculty members and students should be conscious of the need to avoid premature disclosure of research results to third parties, prior to completing a notification and consideration of the need to obtain Intellectual Property protection that specifies the rights that will accrue to the faculty member or student and the University.

Sharing in the benefits of Commercialization

- The faculty member or student whose creative work is commercialized will be compensated on a pre- agreed amount and will waive his rights to the creative work to the University.
- Student creators of Intellectual Property will be treated equivalently to faculty members in determining their share of benefits flowing from the commercialization of Intellectual Property.

Commercialization with a Third Party

- The University will consult with the creator of the Intellectual Property before determining the appropriate commercialization pathway to be taken. This may include the filing of patent applications, the identification of possible licensees or the formation of a limited liability company to exploit the Intellectual Property.

Moral Rights

- The University recognizes the moral rights of the originators of Intellectual Property in accordance with the UAE intellectual property laws in force. These include the right of fair attribution of authorship or invention, the need for work not to be altered or used in such

a way that it harms the reputation of the originator, and an opportunity for the originator to be involved in determining the outcome of his/her labors.

- The University will use its best endeavors to assist authors in asserting their moral rights in cases where clear breaches of accepted academic conventions occur.

Resolution of Disagreement over IP Ownership

- In the event of a disagreement, the Research Ethics Committee will be the arbiter as to whether the University has a legitimate claim to Intellectual Property developed by faculty or students. Where a member of faculty or a student believes that he/she may have grounds to contest the University's claims to ownership of any Intellectual Property, they should bring the dispute to the attention of the Research Ethics Committee at the time that the development of the Intellectual Property is notified or as soon as practicable. Should he/she disagree with the decision of the Research Ethics Committee, they may ask USTF Vice Chancellor for Academic Affairs to refer the matter to an independent expert, who will be agreed upon by all the parties. The decision of this independent expert will be conducted according to all principles of procedural fairness and shall be regarded as final and binding on all parties. The process of determining the ownership of Intellectual Property should be completed expeditiously and, except in unusual circumstances, within one month.
- All matters associated with the resolution of Intellectual Property disputes under this Section will be held confidential.

Copyright Material

- Faculty members and students at the University are required to follow the guidelines set out below when doing any of the following with copyrighted material:
  - Photocopying
  - Copying of computer programs
  - Copying of sound recordings, films, and broadcasts; and public performance of literary, dramatic, or musical works, and playing sound recordings or films and videos in public.

Photocopying

- Photocopying of copyright books, periodicals, journals, newspapers, artistic works, plays, scripts, graphs, directories and other literary, dramatic, music and artistic work is prohibited under the Copyright Law in UAE, except where:
  - Copyright has run out.
  - Copyright owner has given permission or license.
  - A copy is made for purpose of research or study, but only of a 'reasonable portion' usually not more than 10%.
  - Unpublished Dissertation/Thesis held in a library - required for research and study.

Copying of Computer Programs

- The reproduction of computer programs is prohibited by the Copyright Law in UAE, except where:
  - Copyright owner has given permission or a license to copy.
  - Backup copy is made - but only for use as a backup - except where there is a notice

on the program prohibiting making a backup copy and only by the person who purchased the original and within the terms of the license.
  - It is also illegal to adapt a computer program.

Copying of Sound Recordings

- Copying of films and videos, records, compact discs or tape recordings is prohibited by the Copyright Law, except where:
  - Copyright has run out.
  - Copyright owner has given permission or license to record.
  - Recording a sound, film, or video for the purposes of research and study, but only if 'fair dealing' rules are observed relating to only a 'reasonable portion' unless the record, disc, tape, film, or video is unavailable for purchase at an ordinary commercial price.

Copying of Radio and Television Broadcasts

- The copying of radio and television broadcasts is only permitted for the 'private and domestic use of the person by whom it is made'.

Performing Works or Playing Sound Recordings or Showing Films in Public

- The acting out, recitation or performance of a literary, dramatic, or musical work or causing a sound recording to be heard or a film to be shown in public is prohibited by the Copyright Law in UAE, except where:
  - All the copyrights have expired.
  - The copyright owner has licensed or permitted the work to be performed or the recording or film to be played or heard.
  - The performance or playing is used for educational instruction.

Related Policies

- Intellectual Property Policy
- Teach-out Policy and Procedures
- Institutional Relations Policy
- Publication Policy
- Contracts Review and Approval Policy
- Website Policy

Document History

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Teach-out Policy and Procedures

Policy Name	Teach-out Policy and Procedures		
Policy Owner	Vice Chancellor for Academic Affairs	**Reviewed**	Annually
Approved By	Chancellor	**Approval Date**	

Policy Statement

This policy addresses USTF's responsibility to make necessary arrangements for students to complete their academic programs in cases where the University is closed, or academic programs are discontinued. In these cases, USTF shall be responsible for the best and interest of students, faculty, and staff. While students' interest is the most important, the teach-out plan shall take into consideration the faculty members and teaching assistants, equipment, and laboratories associated with the program(s) being closed. USTF will provide all necessary support to students to complete their academic program(s) without disruption by providing the required resources, faculty, and staff during the teach-out period.

Policy Purpose

Teach-out policy address takes place a university decides to discontinue a degree program or a track within a degree program. This policy is intended to provide protections for students who have begun degree programs which are being changed and enable the "teaching out" of currently enrolled students so that they receive uninterrupted education toward their degree completion. In addition to its being a best-practice for USTF to have a formal teach-out policy, the University will be asked to report the teach-out policy as part of the process for requesting the CAA's authorization for delivery of the program at USTF or at another university.

Policy Scope

This policy applies to all academic programs offered by USTF as well as students enrolled in these programs and the University as a higher education institution.

Policy Details

The Commission for Academic Accreditation (CAA) in the Ministry of Education (MoE) in the United Arab Emirates (UAE) requires a teach-out plan from a Higher Education Institution in the event of any of the following:

- The CAA notifies USTF withdrawal, termination or suspension of the accreditation or licensure status of the University; or
- An authorized government authority notifies USTF that the license or legal authorization to provide an educational program has been or will be revoked; or
- USTF notifies the CAA of the MoE in the UAE that the University intends to cease operations; or
- USTF notifies the CAA that the University intends to close one or more locations that provide 100% of at least one-degree program; or
- USTF notifies the CAA that the University will cease instruction in one or more-degree programs before all students have a reasonable opportunity to graduate.

Should any of the above occur, USTF should immediately contact CAA staff regarding the development of a teach-out plan. A teach-out plan is a written plan that provides for the equitable treatment of students if the University ceases to operate or ceases instruction at one or more locations that provide 100% of at least one-degree program or in one or more-degree programs before all students have completed their program of study.

The teach-out plan is expected to be approved by the CAA if it:

- is consistent with applicable CAA standards;
- provides that USTF will maintain the necessary experience, resources, and support services to provide an educational program that is of acceptable quality and reasonably similar in content, structure, and scheduling to that promised to the students upon enrollment;
- demonstrates USTF's stability and the ability to carry out its mission and meet all obligations to existing students; and
- offers the program to students without additional charge over what had been previously in place, when USTF conducts the teach-out without involving another entity. If another university is involved in the teach-out plan, USTF is required to provides notification to students of any additional charges.

In most cases a teach-out plan will include a teach-out agreement. For these purposes, a teach-out agreement is defined as "a written agreement between institutions that are accredited or pre-accredited by the other recognized accredited University that provides an equitable treatment for students if one of those institutions stops offering an educational program before all students enrolled in that program complete their study."

The teach-out agreement is expected to be approved by the CAA if it:

- is consistent with applicable CAA standards;
- provides for the equitable treatment of students by ensuring that the teach-out is offered by another institution has the necessary experience, resources, and support services to continue teaching the program without additional charge to the students. The educational program offered by the other institution must be of acceptable quality and should reasonably similar in content, structure, and scheduling to that provided by the institution ceasing operation entirely or of one of its programs or at one of its locations;
- remains stable, carry out its mission, and meet all its obligations to students; and
- provides students access to program(s) and services without requiring them to move or travel great distances;
- requires the teach-out institution to provide notification to students of any additional charges.

If the CAA approves a teach-out plan including a program that is accredited by another recognized accrediting University, it will notify that higher education institution of the plan's approval. If a candidate or accredited institution closes without a teach-out plan or agreement, the CAA will work under supervision of the MoE, to assist students in finding reasonable opportunities to complete their education without additional charges over what they would have paid at the closing program(s) or institution.

Teach-out Procedures

When USTF decides to discontinue offering an academic program based on internal program review at the University, reasonable doubts about the program's sustainability, or in compliance with the directives of the CAA of the MoE in the UAE. In this case USTF will:

- Inform the CAA about its decision to discontinue the program.
- Stop admitting students to the discontinued program.
- Within two weeks after the decision to discontinue an academic program has been made, the concerned students, faculty, teaching assistants shall be notified with the decision by the concerned college dean.

- Students enrolled in the discontinued program will be assisted by their academic advisors to understand all about this teach-out policy and procedures. They shall also be informed with other options available to them, including transfer to other institutions offering a program comparable to that offered by USTF.
- An intensive academic advising will be conducted for each student enrolled in the discontinued program to identify the remaining courses to complete in the program's study plan.
- USTF shall generate an appropriate teach-out plan for each student in the discontinued program to ensure the university commitment to provide all possible help to the remaining students.
- The teach-out plan shall indicate the last admission to the program, the number of existing students in the program, expected date of the last batch of graduating students'
- Upon the approval of the program teach-out plan by the VCAA, USTF shall communicate it to all relevant stakeholders for implementation and information concerning the approved plan.
- As per the program's study plan, USTF shall continue to offer the courses till the last cohort of students in the program can graduate.
- In cases where some students were unable to follow the study plan due to personal circumstances or academic standing, USTF shall open a special class section to accommodate these remaining students. However, if the number of students is below the minimum class size, the respective college determines if the course can be offered through independent study.
- If more than one course needs to be offered through independent study, USTF needs to approach the CAA and get a prior approval to do so. Records of independent study approvals for discontinued programs and all supporting documentation must be maintained by the concerned college.
- Students who decide to withdraw from a discontinued program will not be permitted re-join the program, especially if their remaining courses are no longer offered in accordance with the teach-out plan.
- When possible, faculty members, teaching assistants, and administrative staff associated with the discontinued program can be re-located within the University, based on their terminal degrees and job openings.
- USTF shall form an ad hoc committee to design a plan for utilization, selling, donation, or dispose of the equipment and materials associated with the discontinued program.

Related Policies

- Intellectual Property Policy
- Institutional Relations Policy
- Publication Policy
- Contracts Review and Approval Policy
- Response to Request for Information Policy
- Website Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	VCAA	Chancellor	BOT
V 2.0	08/02/2021	Approval as Updated Policy	VCAA	Chancellor	BOT
V 3.0	06/02/2023	Approval as Updated Policy	VCAA	Chancellor	BOT

Publications Policy

Policy Name	Publications Policy		
Policy Owner	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Reviewed	Annually
Approved By	Chancellor	Approval Date	

Policy Statement

To ensure all published information regarding USTF is consistent and accurate across all communication channels, it is University policy that official publications of the University may not be printed, presented, or distributed without approval by the Chancellor.

Policy Purpose

This policy defines the procedures for the publication of work produced by USTF's faculty, staff, and students. The policy aims to protect the interests of the University members and support academic and intellectual freedom. The policy also sets the mechanism to enhance the quality of publications associated with the University and its members. The policy should be read in conjunction with the university's policies on intellectual property and on authorship.

Submitting Publications for Approval

The Office of University Chancellor requires content owner approval before any information is disseminated. Prior to submitting official University publications for approval by USTF Chancellor, all employees are responsible for obtaining written approval from appropriate content owners and forwarding this approval to the Chancellor. To ensure previously approved materials remain relevant, a new approval will need to be obtained any time a material is updated or reprinted. Content owners are USTF Offices responsible for maintaining the integrity of the information being utilized.

For example:

- **Office of Finance** - reviews and approves financial aid information.
- **Financial Manager** - reviews and approves tuition and fees.
- **Dean of Admissions and Registration** - reviews and approves current academic information.
- **Council for Academic Affairs** - review and approves admission criteria.

Procedures

Once the Office of University Chancellor has approved usage, the printed material is submitted to the Office of Procurement. The Office of Finance will not issue Payment orders for materials not approved by the University Chancellor. Departments and offices that fail to follow this procedure will be personally responsible for vendor payment and may need to reprint material that does not meet approval standards.

Related Policies

- Conflict of Interest Policy

- Intellectual Property Policy
- Teach-out Policy and procedures.
- Institutional Relations Policy
- Publication Policy
- Contracts Review and Approval Policy
- Response to Request for Information Policy
- Website Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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Institutional Relations Policy

Policy Name	Institutional Relations Policy		
Policy Owner	Chancellor	Reviewed	Annually
Approved By	Board of Trustees	Approval Date	

Policy Statement

The University shall ensure that all affiliated organizations are operated in a manner that is consistent with the status of each affiliate. Any policies or practices adopted by the University shall extend to the University's affiliated organizations to the extent necessary to ensure that the affiliated organizations' activities are consistent with those of the University.

Purpose of Policy

The objective of this policy is to ensure that the activities of the University's affiliated organization are consistent with those of the University. For the purpose of this Policy, the affiliated organization is an organization (whether a separate legal entity under the UAE law) over which the University has legal or other authority to exercise supervision or control.

Policy Content and Guidelines

The objectives of USTF Strategic Plan for Community Engagement and Institutional Relations are outlined as follows:

- Establish cooperation agreements with regional and international universities, institutions, and organizations.
- Develop strong ties with public and private institutions in the Emirate of Fujairah, East Coast Region, and UAE.
- Develop and implement strategies for increased collaboration with industry in academic and continuing education programs, as well as co-curriculum activities.
- Expand the scope of Training and Continuing Education Center (TCEC) in providing training to the private and public sectors.
- Strengthen involvement in external communities through active participation and contribution to public events.
- Develop effective mechanisms to capture and implement feedback from the external communities.
- Promote awareness of and support for active faculty and student involvement in voluntary community service.
- Encourage and support faculty to acquire research funds from the national, regional and international institutions.
- Approach leading private and public entities to explore cooperation opportunities with USTF colleges, faculty, staff, and students.

Future Perspectives

- University of Science and Technology of Fujairah (USTF) has already signed around 14 memoranda of understanding (MOUs) and hosted several events aiming to enhance the positioning of the University on the local, regional and international levels.
- USTF is planning to establish relationships with regional and international universities and institutions for promoting research activities and encouraging faculty and students exchange programs.

Related Policies

- Conflict of Interest Policy
- Intellectual Property Policy
- Teach-out Policy and Procedures
- Publication Policy
- Contracts Review and Approval Policy
- Response to Request for Information Policy
- Website Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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V 3.0	06/02/2023	Approval of the Updated Policy	Chancellor	EC	BOT

Contracts Review and Approval Policy

Policy Name	Contracts Review and Approval Policy		
Policy Owner	Units, Offices, and Colleges	**Reviewed**	Annually
Approved By	Internal Auditor	**Approval Date**	

Policy Statement

This policy applies to all faculty, staff, employees, students, colleges, offices, and units of USTF, but it does not apply to cooperative organizations or student councils. In addition, this policy does not apply to contracts reserved to the Board of Trustees or the Chancellor by Board of Trustees policy or to those contracts for the purchase or lease of goods and services delegated to the Office of Procurement at USTF.

Purpose

This policy describes the legal review or preparation of a contract, the required reviews by the initiating unit, office, or college obtains internal approval of the contract and outlines signature authority for the University of Science and Technology of Fujairah (USTF) contracts' **authorized signatory**.

The policy also sets out general responsibilities for authorized employees when reviewing, approving, or implementing a contract for USTF.

To define those officials of USTF who are authorized to implement contracts on behalf of the University and to describe the procedure for review and approval of contracts before implementation.

Scope

This Policy applies to any type of contractual agreement that obligates the University to provide or receive payments, services, goods, gifts or use of the University properties, facilities, or other resources, to or from a vendor or third party. Each contract is subject to this policy regardless of whether it has been drafted by the University, a vendor, or a third party.

The following policy is intended to provide employees with a framework for understanding the specific types of contracts, review process, signature authority and insurance required before a contract may be executed on behalf of USTF.

Definitions

- **Contract:** As used in this policy, the contract refers to any legally enforceable agreement, whether it is titled contract or not. **Contracts** include, but are not limited to, letters of agreement, licenses, memoranda of understanding, and terms and conditions related to all types of transactions. An agreement may be a binding contract even though one party provides something of value to the other party at no charge; no financial transaction is required.
- **Authorized signatory:** a higher management official who is authorized to sign the contract on behalf of the institution, enforce its implementation, and terminates any contract following stated terms and conditions.

Policy Details

Contracts binding on USTF may only be signed by an individual delegated in writing the authority to sign such contract in compliance with this policy and Board of Trustees policies. The University will only be bound by written contracts to which the University is a party, that have been reviewed and approved in accordance with this Policy.

Procedure

All USTF members must read and adhere strictly to the guidelines contained in this policy.

- Contracts necessary for the daily operation of USTF may be implemented by the Chancellor or the Chancellor's designee.
- Only an authorized official may implement a contract on behalf of the University.
- Contracts signed by any individual who does not have documented signature authority are not binding on USTF but may subject the individual who signed without authority to personal liability.
- Before being implemented by a designated USTF official, a contract binding USTF should usually be reviewed and approved by other individuals.
  - USTF employee initiating the contract.
  - Dean of a college, Director of an office, or manager of a unit
  - USTF Legal Advisor
- The USTF employee initiating the contract, and dean of a college, director of an office or manager of a unit are responsible for reviewing a contract to confirm each of the following:
  - The language is accurate and complete and reflects the current state of negotiations; no additional understandings exist but are not included in the contract.
  - The contract is appropriate to the USTF's mission, complies with applicable USTF rules and policies, and meets academic and operational needs.
  - Alternative activities, actions, or providers have been considered and those designated in the contract represent the most feasible and reasonable alternatives.
  - The contract is sufficiently clear, consistent, and fiscally practical.
  - No conflicts of interest exist, or any potential or actual conflicts of interest have been reported and managed according to USTF policy.
- The Legal Advisor or another designated employee is responsible for the following:
  - Identifying and advising the initiating unit and appropriate USTF officials of significant potential liability or risk.
  - Determining that the terms of the contract comply with Board of Trustees and USTF policies and applicable UAE federal, and local laws, rules, and regulations.
- The University official implementing a contract is responsible for determining, prior to signing a contract, the following:
  - All appropriate reviews and approvals are documented.
  - The contract is appropriate and necessary to USTF mission and priorities, and is not in conflict with the needs, mission, or priorities of any other colleges, offices, and units within the University.

- In accordance with USTF Policies, each unit should maintain a final copy of all contracts initiated by that unit.
- Each unit should also provide a copy of contracts to the Legal Advisor and to the Chancellor, and Vice Chancellors Offices, as applicable.
- Unless otherwise provided by USTF policy, the initiating unit is primarily responsible for monitoring and carrying out USTF's obligations under a contract.
- Failure to monitor contract requirements may expose the unit or USTF to financial loss, legal actions, and claims of breach of contract or default.
- Any questions about these matters or this policy should be brought to the attention of the USTF Legal Advisor.

Related Policies

- Board of Trustees Policy
- Legal Compliance and Public Disclosure Policies
- Community Engagement Policies

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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V 2.0	06/02/2023	Approval as an Updated Policy	Offices, Units, and Colleges	Internal Auditor	BOT

Response to Request for Information Policy

Policy Name	Response to Request for Information Policy		
Policy Owner	Marketing office	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This Policy is intended to ensure that information concerning USTF's operational and academic services is made publicly available, subject to the limitations set out in this Policy. To that end, this Policy explains principles, practices and procedures and defines clear categories of information according to response to requests about USTF operational and academic services.

Information held by USTF is made available primarily through USTF website, specifically, information on USTF's Academic Programme.

USTF believes that the scope of information is available to the public either as a routine matter or upon request.

USTF believes that transparency and accountability are fundamental to fulfilling its development mandate and strengthening public trust in USTF and its stakeholders. Accordingly, this Policy reaffirms and reflects USTF's commitment to enhance transparency about its activities and promote good governance.

USTF keens provide accurate and timely information regarding its operational and academic services to the Ministry of Education, partners, stakeholders, and other interested parties. The information shall be made available unless there is good reason for withholding it

Policy Purpose

In compliance with USTF policy regarding the collection, retention, and dissemination of information about operational and academic services, the administrative policy contained in this rule has been established. USTF is committed to making information about its activities available to the public. USTF considers public access to information a key component of effective engagement with all stakeholders. In addition, public access to USTF information facilitates transparency and accountability and enhances trust in USTF's activities to the public.

Policy Scope

This policy applies to all members of USTF who are facilitating or responding to requests of information or data about the University.

Definitions

- **Official information** means any information held by USTF, which is not limited to documentary material and includes material contained in any set-up such as:
  - Written documents, reports, memos, letters, notes, emails, and draft documents.

  - Electronic information is stored on or generated by computers, including databases, video, or tape recordings.
  - Information, which is known to USTF, but which has not yet been documented (including knowledge of a particular matter held by USTF faculty members, staff, students)
- **Records management** is the science of managing records in their "lifespan" from the point of creation or capture through to their eventual disposition. This ensures that the proper documents are accurate, reliable, available, and not retained for longer than is necessary.
- **A record is** any form of information initiated, received, maintained, and disseminated by USTF during operational and academic services. It can be created and stored in any format, printed or electronic. It can provide historical or legal evidence of the activities and transactions taking place and the decisions made within USTF.

Policy Details

USTF complies with all relevant UAE legislation at federal and Emirate levels to provide complete, precise, consistent, accurate and trustworthy print and electronic information about its operational and academic services upon request.

To maintain an appropriate relationship with the MoE, USTF provides the CAA, and other departments of the MoE, as appropriate, access to information as requested.

The Policy reflects the several dimensions in which USTF operates, the nature of the information it receives and prepares in connection with the operational and academic services, and the level of disclosure applicable to different types of information. In particular:

- USTF is accountable for using and managing its resources in a manner consistent with its vision, mission, and strategic plan and must be responsive to the questions and concerns of MoE (CAA), the owner, and the public on its operational and academic services.
- In carrying out its operational plan, USTF receives from its suppliers, partners, and other parties' information that is not publicly USTF respects the confidentiality of all such information.

Procedure

- Considering its roles and responsibilities, USTF makes available information concerning its activities to enable its partners, stakeholders, and other interested public members to better understand and engage in an informed discussion about USTF's activities and its contribution to growth. The information USTF makes available can be categorized as:
  - Operational Services Information; and
  - Academic Services Information
- The requesters must request information in writing (email is acceptable), provide their (real) name and address for communication purposes, and describe the requested information.
- Requesting any information about USTF operational and Academic services, USTF invites members of the public to make enquiries in writing or to inquiry@ustf.ac.ae

- With requests submitted by mail, the origin of the submission will usually be clear from the postmark. The requester will generally provide a return address, providing sufficient assurance that the requester is eligible.
- USTF is not obliged to respond if the applicant, after discussion, has not provided sufficient information to identify the requested information.
- information may be requested for any date since the establishment of USTF However, USTF would not be at fault if it no longer held the information required, provided it had good reason for no longer holding it, such as information which has been destroyed in compliance with USTF Student Records Policy.
- USTF might be fulfilled some requests by referring to information available on USTF website. If these are not already available on the web, they can routinely be made available to the requester in response.
- When supplying a copy of the information, it might be appropriate to advise the recipient that USTF holds the copyright and is made available under USTF Intellectual Property Policy. If a third party owns the copyright, this will need to be made clear in any reply as USTF will not license for any re-use.
- USTF is not obliged to respond to requests that may be deemed annoying or to repeated ask for the same or similar information from the same person within a short timeframe if an initial refusal notice has been issued.
- If a request is amended or clarified after it is made, it can be treated as a new request which replaces the original one.
- USTF must decide and communicate the response to the requester 'as soon as reasonably practicable and no later than 20 working days after the day on which the request was received.
  - USTF may extend the maximum time limits for deciding and communicating the response to the requester - but only if specific criteria are met:
  - There must be a valid reason for the extension. For example, either the request is for a large quantity of information or necessitates a search through a large amount of information and meeting the original time limit would unreasonably interfere with the operations of USTF. Or consultations necessary to decide on the request are such that USTF cannot reasonably respond to the request within the original time limit.
  - The extension must be for a reasonable period regarding the circumstances', and the decision to extend the maximum time limit must be communicated to the requester within 20 working days after USTF first received the request.
- In making an extension, USTF must advise the requester:
  - That it has decided to extend the time limit.
  - The specific period of the extension.
  - The reasons for the extension.
- USTF may consult before deciding on an official information request. Consultations may be with the requester, USTF higher management, legal advisor, faculty members, staff, external legal advisor or external third parties.

- When consultations are being undertaken, USTF should consider:
  - whether the maximum time limit for responding to the request needs to be extended,
  - whether all or part of the request must be transferred to another agency, on the basis that its functions are more closely connected with the requested information,
  - whether USTF can decide in respect of some of the information requested, while consultations on the remaining information are underway.
  - USTF shall speak to the requester to explain the need to consult with others.
- Consulting requesters can be very useful when considering a request. The reasons for consultation can include:
  - confirming the exact nature of the information requested.
  - explaining any difficulties, USTF is having in processing the request (for example, when there is a large amount of information at issue), and allowing the requester to consider amending or refining the scope of the request; and
  - informing the requester if there are likely to be any delays in processing their request.
- If the decision is to grant the request, USTF must also decide how the information will be released. There are several different ways an agency can make information available. USTF can:
  - Give the requester a reasonable opportunity to inspect the information.
  - Release a hard copy of the information.
  - Release the information in electronic form or by electronic means.
  - Arrange for the requester to hear or view the information.
  - Provide a written transcript of the information.
  - provide partial disclosure of the information, for example:
    - release a document with some information deleted.
    - release a summary of the information.
    - release an excerpt, or passage, from a record,
    - or provide the requester with an oral briefing.
- When a request for information is refused, the requester must be advised of this within a specific timeframe for responding to a request and of the exemption that applies and, if not obvious, why the exemption applies. USTF might also need to cover why disclosure is deemed not to be in the public interest. USTF should also inform the requester of the relevant appeals procedure that is in place.
- In making its disclosure determination, USTF considers the following general exemption considerations that apply:
  - USTF does not disclose its suppliers, services providers, and contractors' financial, business, proprietary, or non-public information provided to USTF. To do so would be opposing to the legal expectations of its suppliers, services providers, and other contractors, who need to disclose to USTF detailed information without fear of compromising the confidentiality of their projects or additional proprietary information in a highly competitive marketplace.

- Personal information, including private faculty members, staff, and students, and their families' records, medical information, and confidential communications (including personal e-mail)
- Information relating to staff appointment and selection processes.
- Information relating to proceedings of USTF internal conflict resolution mechanisms.
- Information relating to investigations of claims of staff misconduct and personal conflicts of interest.

Related Policies

- Publications Policy
- Intellectual Property Policy
- Student Records Policy
- Information Technology Policy
- Health Services Policy
- Financial Policy
- Procurement and Inventory Control Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
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USTF Website Policy

Policy Name	USTF Website Policy		
Policy Owner	Office of Marketing,	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy statement

USTF website is the official communication channel of the University and plays an important role in the positioning USTF's vision as a proactive university in creating and integrating cutting-edge learning, impactful research, and effective community engagement to serve the people of the UAE and beyond. The website also promotes USTF's as a multicultural university offering a wide range of academic programs that satisfy the needs of students, alumni, labor market and the community. USTF formulates and implements a research strategy to strengthen its recognition and profile and to enhance research impact on society. USTF develops graduates with creative minds, high level of professional skills and social responsibility to contribute to the sustainable development of the UAE, the region, and the world. The use of web-based delivery of information is increasingly central to carrying out the university mission. Having the in mind, the University is committed to ensuring equal access to information for all its stakeholders. This policy establishes standards for all university web pages linked to/from USTF's website. It is intended to establish and maintain a coherent appearance for the University, promote a positive image and ensure accountability for information presented in the name of the University.

Policy Purpose

The purpose of this policy is to govern the corporate control and management of the website of University of Science and Technology of Fujairah (USTF). The aim of the policy is to ensure that staff, students, suppliers, and contractors of the University adhere to the web guidelines and standards to support the university vision, mission, and strategic plan.

Policy Scope

This policy is applicable to the public website of USTF and therefore to all colleges, support service departments and other units of the University that publish a public website.

Definitions

- **Office of Vice Chancellor for Administrative and Financial Affairs (VCAFA)** is the USTF office responsible for supervision of the university website content and its conformity with the 2019 Commission for Academic Accreditation *Standards*.
- **Office of Digital Marketing, Web Development, and University Services (ODM)** is the office responsible for the followings:
  - Operational governance of USTF's website.
  - Execution, control, and management of all aspects related to USTF's website.
  - Setting standards for the corporate appearance and structure in collaboration with all USTF deanships, councils, colleges, departments, offices, and units.
  - Management the main contents in such a manner that the University is optimally

positioned in terms of webometrics academic content and its brand.
  - Approval of the main website and all corporate websites including the front pages of the websites of faculties, support service offices, and other units of the University that can be accessed directly from USTF's website.
- **Institutional Website Manager** is the Office of VCAFA, which is responsible for strategic and operational planning and implementation as well as training and technical support. Technical interface with USTF's ODM as the service provider.
- **Website Administrator** is responsible for training and technical support and for development of new sites. Web administrator is also responsible for the followings:
  - Write, edit, and publish articles for the main page in cooperation with the colleges, departments, offices, and units.
  - Manage the main page news as a vehicle to position the University as a leading teaching and learning destination in the Eastern Region of the UAE.
  - Content addition, updates, and publishing of web content.
- **Website Committee** is chaired by USTF's VCAFA and consists of the Director of the Office of Admissions and Registration, supervisor of the Office of Information Technology, Supervisor of USTF library, Dean of Student Affairs, Dean of Graduate Studies and Research, and representatives of USTF colleges. The Website Committee is responsible for:
  - Editing and translation where required.
  - Contributing to the news page in cooperation with USTF colleges, departments, offices, and units.
  - Provision of brand guidelines to align the visual elements of the website with all other communication and marketing collateral of the University.
- **Office of Information and Technology (OIT)** is responsible for provision of information technology services and maintenance of the university website.

Website accessibility information

The University is committed to providing equal access to its web sites and web-based information for all users.

Website content management

The use of the USTF's website content management system for corporate websites is compulsory. All existing corporate websites must be transferred to the new content management system. All faculties, department, offices, and support services units at USTF are responsible for ensuring the accuracy and appropriateness of the information published on the university website. Each college must ensure that all the departments and organisational units within that college comply with the policy requirements, guidelines, and standards. Responsibilities and duties in respect of the management and maintenance of sub-websites are delegated to colleges, departments, offices, support services, and other organisational units whose sub-websites are published under the university main website.

Exceptions

The office of VCAFA managing USTF website is responsible for dealing with exceptions, that

is, special requests that are received to compile web pages outside of the content management system and domain name. The office is responsible for guidelines on provision of information on how exceptions are dealt with.

Website brand standards

The University is committed to being a higher education leader in the UAE and the region. The quality and academic integrity of the academic programs offered, and the student services provided are meant to portray this leadership position. In addition, USTF effectively employing the latest web technologies and trends where appropriate. This necessitates redesign from time to time to ensure that the visual, navigational, and technical standards conform to international best practice. The University public web brand standards call for all websites and collaboration platforms to follow the 2019 CAA Standards. USTF's websites make use of a common technology platform. The principle of consistent presentation, behavior, style, and design is applied throughout, enabling visitors to navigate seamlessly from site to site within USTF's website domain.

Advertising

Content on USTF website must be for information purposes or related to the teaching, learning, research, and service to the University or the community. The website promotes the university vision and mission. Advertising for profit purposes or content posted in exchange for financial gain is strictly prohibited.

Domain Name and Hosting

The official University of Science and Technology (USTF) domain name is www.ustf.ac.ae. USTF official website pages must use the university domain name. USTF's web content is internally developed, maintained, and updated.

Intellectual Property Rights

The copyright and other intellectual property rights, which include the university logo, are owned by or licensed to the University, existing in and attaching to this website, are the property of the University. These include but are not limited to text, content, design, layout, graphics, organization, digital conversion, and other information related to the website. Users are granted a non-exclusive, non-transferable, revocable license to:

- Access and use USTF website strictly in accordance with these terms.
- Use USTF website solely for personal, non-commercial purposes.
- Download or print out or distribute content from the website, or any part thereof, solely for personal, non-commercial purposes, provided that all copyright and other intellectual property notices are unchanged.

Privacy

The University is firmly committed to protecting the privacy of users of the website. No personal information about users of this website will be disclosed to a third party without the prior consent thereto by the user. Personal information shall always be dealt with in accordance with USTF's Faculty and Staff Personnel Records Policy. The University reserves

the right to automatically collect information on users' usage of the website to improve users' browsing and interaction with the University and for non-personal statistical purposes.

Website Contents

According to Annex (22) of the 2019 Commission for Academic Accreditation (CAA) *Standards* for Institutional Licensure and Program Accreditation, USTF is expected to maintain a public website that includes information on the University and structure of USTF, and its portfolio of programs and services. The content of the website is sufficient for all stakeholders, particularly prospective students, and their families, to make informed decisions on their choice of a university. The following information at university and program levels is the minimum that should be provided on the university website:

1. **Institutional level**
   - Brief introduction to the institution
   - Vision and Mission
   - Goals and Objectives
   - Information on the governing body
   - Information on the senior management team
   - Organization chart
   - Current and previous Catalog(s)
   - Student Handbook
   - Academic calendar
   - Admission requirements
   - Information on General Education
   - Student services and facilities
   - Organizational activities and news
   - Information on branch campuses or campuses in other countries, if applicable
   - Contact information and location
   - Date of last website update
   - University of Science and Technology News magazine
   - Sawhil-Student magazine
2. **Program level**
   - List of programs offered and local accreditation status;
   - International accreditation (if applicable);
   - For each program:
     - Chair/program coordinator
     - Program learning outcomes
     - Curriculum structure, credit hours and graduation requirements
     - Study/guidance plan
     - Course descriptions
     - Cost of studying in the program
     - Information about faculty serving the program (name, rank, highest qualification and name of awarding institution, major/specialty)

Responsibility for implementation

The Office of the VCAFA has the overall responsibility and accountability for the implementation of USTF's website policy. The supervisor of the Office of Digital Marketing, Web Development, and University Services in the Policy Owner, and all colleges, departments, offices, and support service units at USTF will be required to implement and execute the formal web policy.

Related Policies

- New Academic Programs Policy
- Research Strategy
- Student Activities Policy
- Students Publication Policy
- Information Resources Policy
- Intellectual Property Policy
- Publication Policy

Document History

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11 | Community Engagement Policies

Community Engagement Strategy

Policy Name	Community Engagement Strategy		
Policy Owner	Community Engagement Committee	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Preface

University of Science and Technology of Fujairah's (USTF's) believes that the community engagement strategy (CES) is not a separate or distinct activity, but rather a shared partnership with the university community involving an exchange of knowledge and expertise that will generate mutual benefits essential to advancing the University and community. The community of service and extracurricular is one of the university committees in charge of building an organized framework for various community engagement events and activities such as training courses, seminar, scientific lectures, workshops, forums, awareness campaigns, panel discussions, and celebrating national events of the United Arab Emirates (UAE). The CES focuses on diversifying the community service activities to include cultural, educational, social, health, economic, financial, and voluntary activities, according to the goals and objectives of the approved USTF strategic plan 2018-2023.

Vision

The vision of USTF's CES is to bridge the relationship between the University and the community through community directed service activities, which take various forms and contribute to USTF's continuous development of societal responsibility by implementing creative activities that contribute to achievement of the goals of the University and the community, with its various institutions and departments.

Guidelines

The CES is based on USTF's goal (4) of the university strategic plan 2018-2023, stating: "community Building reciprocal relationships and long-lasting ties with external communities". These guidelines include, but not limited to, the following:

- **College advisory boards:** These boards participate in program development, ensuring their compatibility with the requirements of the job market, and improving their quality based on indirect assessment tools such as alumni and employers' feedback and suggestions. College boards also have roles in designing of the strategic plans of the colleges and departments. The college advisory board shall perform the following responsibilities:
  - Provide support and recommendations on priorities, directions, and the latest trends in academic programs, scientific research, and community outreach.
  - Develop clear strategies that help colleges achieve their goals in teaching and learning, research, and services to the University, profession, and community.
  - Provide advice and recommendations to ensure that the programs address the educational and employment needs of the labor market.

- Develop and implement strategies to build institutional partnerships and maintain strong connections with the community.
- Contribute to enhancing USTF image as a leading university in the United Arab Emirates and the Arab region.
- Provide feedback on the career journey and status of alumni in the labor market.
- Suggest strategies to enhance the colleges' programs and tailor them according to the needs of Fujairah Emirate, the UAE, and the region.
- Connect students and graduates with different public and private sectors to offer them internships, training, research, and job opportunities.
- Identify and assist in receiving external funding for colleges' initiatives, programs, and research.
- Provide support in important issues when deemed appropriate by the vice chancellor for academic affairs (VCAA) and the college dean.

- **Community support of university activities:** USTF aims to develop and improve its engagement with government and private sector authorities, at local, regional, and international levels through the following:
  - Organizing various seminars and workshops to promote and display USTF significant role in the society.
  - Establishing strong ties between the different colleges and departments and the local community institutions.
  - Establish and support continuous communication between outside experts and USTF faculty and students.
  - Initiating special training programs for USTF faculty who are directly involved in communication with students and alumni as well as external entities.
- **University Support of community activities:** USTF is diversifying its community outreach services through the mobile dental clinic, preparing high school students for university education, and lifelong learning programs offered by Training and Continuing Education Center (TCEC).
  - College of Dentistry program in USTF is committed to providing sustainable oral health care and awareness to at-risk individuals in local and provincial communities.
  - COD community outreach program interconnects students to gain experience on acute needs, prevent disease and promote oral health and wellness.
  - College of Dentistry in USTF is designed with high-quality specialized dental clinics providing free dental checkups and treatment to families that may be uninsured with an estimated number of 150-200 children and 50-70 pregnant women are served annually. The outreach program at College of Dentistry in USTF is aiming to decrease the overall DMFT score (Decayed - Missed - Filled Teeth) through annual school visits "Dental Educational Classrooms" and constant "Oral Health Care Awareness" community events providing preventive dental care and facilitate possible screenings for local oral and dental associated problems.

- Additionally, a high priority project is planned to be implemented which is the Mobile Dental Clinic (MDC). The project represents a community outreach endeavor that will offer free preventive and restorative care that addresses the needs of the community.
- The Mobile Dental clinic is a class 'A' dental treatment vehicle equipped with two fully operational dental clinics that facilitate all basic dental treatments and examinations along with sterilization facilities that meet all infection control standards. The MDC will undergo regular maintenance to ensure patient safety.
- The MDC will help to break down barriers to recipients of dental care such as accessibility, cost of transportation, mobility debilities in addition to flexible operating hours on weekends and for management of emergencies, which will directly improve the quality of life of the elderly and those most in need in urban and rural areas of Fujairah.
- The College of Dentistry (COD) dental clinics are providing free preventive dental awareness and free high quality dental care to patients in USTF community and surrounding areas who otherwise cannot afford, or access needed dental treatments.
- The College of Dentistry is committed to providing comprehensive children oral health programs, targeting 100 to 150 school students every year utilizing classroom education, dental screenings, and preventive dental care.
- The Health and Safety Committee (HSC) organizes awareness campaigns targeting the public and school students. This activity continued online during the Covid-19 pandemic and resumed face-to-face, starting from the beginning of the spring semester of the academic year 2021-2022.
- USTF training and continuing education center (TCEC) offers a variety of seminars and workshops targeting employees in government departments and private companies.
- Participation of faculty, staff, alumni, and students in community service programs and activities.
- Establish and foster a basis of lifelong professional and personal relationships between the University and its alumni.
- Provide alumni with opportunities to contribute to and participate in the decision-making process at the University.
- Keep in contact with professional bodies and alumni to identify alumni career opportunities and to bridge the gap between the University and society.

- **Student Financial Support**: In cooperation with the community, USTF is committed to delivering a high level of service to support students in achieving their academic goals by helping them remove financial barriers, through the following:
  - Develop fundraising activities in collaboration with external associations to support students facing financial difficulties.
  - Getting sponsors of the projects and initiatives conducted by USTF colleges and departments.

- Establish collaborative partnerships with charitable associations, as well as other funding entities, to make sure that enough financial resources are available to finance some USTF's students who are suffering from financial problems.
- Create and update the financial aid roles and procedures and implement an effective student aid delivery system.
- Develop customer service offered by USTF's office of scholarship and financial aid.
- Improve communication between private scholarship recipients and their donors.

- **Promotional and marketing support:** Develop plans to promote USTF academic programs and services. Promote the university's marketing and campaigns which contribute to building the university's competitiveness.
  - Develop regular communication with different media sources by encouraging USTF faculty and staff to participate in diverse media programs.
  - Build effective relationships between USTF and media institutions to promote all USTF activities and programs.
  - Design and print brochures, flyers, posters, and ads to build USTF reputation.
  - Follow up USTF news and activities in local as well as international media.
- **Employer engagement:** Employers are an important part of the external community that USTF always seeks to engage with while simultaneously offering opportunities for reciprocity of this engagement, focusing on developing, fostering, and nurturing cooperation between USTF colleges and offices and employers in the UAE and the region.
  - Curriculum Evaluation: USTF engages in dialogue about its academic programs related to graduate employability and meeting the needs of the job market. Each college is responsible for organizing meetings of its advisory board, recording deliberations and including recommendations in its annual operational plan.
  - Internships and Placements: In cooperation with potential employers, USTF works on securing placement of students in practical training and work experience to better equip them for the job market.
  - Sharing of Expertise: USTF reaches out to corporate with entities and various governmental and non-governmental institutions to share the expertise of USTF's faculty and staff in their respective disciplines and areas of expertise.
  - Shaping the Future: USTF organizes events that empower students to voice their opinions and share their ideas about the future with industry partners. Bringing students together with businesses ensures students' awareness of job market requirements and that employers are aware of what young people are looking for in a potential workplace.
- **Empower USTF's Student Council:** Develop plans to promote USTF academic programs and services. Promote the university's marketing and campaigns which contribute to building the university's competitiveness.
  - Build a student leadership system by developing the students' experience in planning and implementing events inside and outside the university campus.
  - Provide support to university student clubs and college societies.

- Attend department and college council meetings and convey students' voices to their department heads, college deans, and university higher administration.
- Receive the required training as student representative and participate in decision making regarding exams, timetables, and course delivery.
- Promote the university mission and strategic objectives among fellow students and the community.
- Participate in marketing and promotional campaigns of the University with target of communication with school students and community.
- Seek community funds for university clubs and societies inside and outside the university.
- Organize and participate of cultural, social, and recreational events for enrichment of student life inside and outside the University.

- **Increasing students' enrollment:** USTF is facing the challenge of declining student enrollment during the last few years. One of the main objectives of community engagement is to increase the number of student enrollment.
  - Organize competitions for high school university students, such as the annual sustainability competitions, to bring students to the university campus and make them acquainted with the university facilities and academic programs.
  - Organize summer camps, such as the one organized by the College of Engineering and Technology, for offering school students short courses, along with introduction of the University and its academic programs.
  - Communicate with school administrations with the target of organizing oral health checkup campaigns and provision of seminars for school students.
- **Securing appropriate training sites:** Community figures, and members of colleges advisory boards, can help in securing the placement of senior USTF students in the most appropriate training sites in Fujairah and other emirates.
  - Members of college advisory board, or through their community connections can help in securing appropriate sites for USTF students' training.
  - Members of student councils, through their community engagement, can play a role in securing training sites for USTF students.
  - The memoranda of understanding signed between the University and government departments and private sector provides opportunities for training university students in these departments and institutions.
- **Increasing graduate employability:** Community engagement provides USTF graduates with better chances for practical training, career counselling, and job opportunities. The Office of Alumni, Career Counseling, and Events, through its wide community connection, provides university students with the following opportunities, which improve the chances of their employability:
  - Connecting the University with its graduates serves their interests and invites them to participate in the efforts to advance their university in all fields.

- Helping university graduates and professionally qualify them to join the labor market and helping them find appropriate jobs that fit their experience in various fields.
- Supervising all USTF activities in coordination with the university activities committee, which includes a member from each college in addition to a representative from the deanship of student affairs (DSA).
- In addition to student counseling and services, the DSA at USTF has a major role to play in community engagement and linking the university students with the major employers in Fujairah and other emirates.

Strategies for Implementing Community Engagement Events, Programs, and Activities:

- Networking single sector institutions to implement activities.
- Emphasis on the participation of the community and its institutions in the planning and implementation of community service programs.
- Be guided by the good ideas and experiences of employers in the stages of planning, implementing, and evaluating plans.
- Building cooperation to implement joint activities between the community service committee (CSC), the training and continuous education center (TCEC), and other units at the university.
- That the members of the committee carry out the activities and events themselves or coordinate and supervise them if others are specialized according to the type of sector.
- Holding a reflective workshop to discuss the committee's proposed plan.
- Considering the mechanism and method of implementing events and activities according to societal conditions (physical presence, electronic programs - (Microsoft Teams).
- The schedule for implementing the plan according to the appropriateness of the effectiveness and the objective conditions of the sectors and their needs.
- The diversity of the committee members with their scientific specializations serves the implementation of sectoral programs, for example, the health sector (committee members from the College of Pharmacy and the College of Dentistry)
- Not to repeat any activity that was implemented in the plan for the next academic years unless there is a necessity and a societal need for it.
- The Deanship of Student Affairs implements events, central activities, and student activities.
- Committee members must prepare a news report (in both Arabic and English) and a detailed report for each event and activity being implemented.

Analysis of the Current Situation

A detailed study of the current situation is required to identify the elements of strength and weakness, while identifying the external challenges and opportunities available to the committee to build up goals to be achieved through innovative initiatives and activities and with flexible performance indicators:

A. Internal Environment

1. Strengths

- Committee membership (includes all bodies entrusted with the implementation of the nature of the work of the Committee).
- The accumulated experiences of the members of the committee.
- Infrastructure of the university.
- The gradual return to the university campus
- Supportive values for voluntary work
- Contribution of more than one body in the university that offers community service programs and activities.

2. Weaknesses

- Limited activities on campus due to the Covid-19 Pandemic

B. Internal Environment

1. Opportunities

- Community satisfaction with the committee's activities for each academic year.
- Presence of university students in different institutions in the community.
- Community acceptance of the university's community programs.
- Opportunities for physical existence to carry out some activities within the limits of what is officially permitted.
- Society's culture and acceptance of remote activities and programs.
- National events.

2. Threats

- Covid-19 Pandemic potential consequences.

Community Service Committee

The committee's goals were formulated based on the committee's guidelines and policies derived from the university's community service policies, and then formulated the goals in accordance with the university's strategic goals, specifically the fourth goal, which is (building mutual relations and long-term links with external communities), as well as the committee's strategic analysis.

Objectives

- Providing high quality and creative community events and activities.
- Building smart partnerships with the community and its institutions.
- Distinguished innovative student activities.

Performance Indicators

- Number of Events, partnerships, and activities
- Areas of Events, partnership, and activities
- Nature of events, partnership, and activities
- Participation of students and partners
- Satisfaction survey of students and beneficiaries

Sample Activities

- Celebration of the UAE's 50th Anniversary
- Comprehensive health campaign in cooperation with the Emirates Red Crescent

- Community health campaign
- How to prepare for the Arabic and English EmSAT tests.
- Life experiences in the age of digital technology
- Cloud computing applications in education
- Electronic learning activities
- Day of nationalities
- Change initiatives.
- Environmental tourism
- Entrepreneurship strategies
- Professional health and safety in laboratories
- Sustainable development
- Role of mass communication in Covid-19 pandemic
- Modeling of positive psychology

Related Policies

- Community Engagement Policy
- College Advisory Boards Policy
- Continuous Education and Lifelong Learning Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	24/02/2022	Approval as a New Policy	Community Engagement Committee	VCAA + VCAFA	BOT
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Community Engagement Policy

Policy Name	Community Engagement Policy		
Policy Owner	Community Engagement Committee	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Statement

This policy aims to promote community engagement by students, faculty and staff and integrate it into various academic activities, as well as it provides highlight areas on the relationship between employers and the University.

Policy Purpose

USTF consistent with its mission and strategic goal on "Building reciprocal relationships and long-lasting ties with external communities", develops and maintains relationships with external stakeholders. This policy aims to promote community engagement by students, faculty, and staff, and integrate it into various academic activities, as well as it provides highlight areas on the relationship between employers and the University.

Institutional Engagement

USTF believes that Community engagement is not a separate or distinct activity, but rather a shared enterprise with its community partners that involves an exchange of knowledge and expertise that will generate mutual benefits essential to advancing knowledge and understanding. These exchanges are undertaken through the following academic endeavors:

a. **Relationship Development**: USTF aims to develop and improve its engagement with government and private sector authorities, at local, regional, and international levels by:
   - Organizing various seminars and workshops to promote and display USTF significant role in the society.
   - Initiating special training programs for USTF faculty who are directly involved in communication with students and alumni as well as external entities.
   - Getting involved in external relations, particularly charitable associations as well as other funding entities, to make sure that enough financial resources are available to finance some USTF's students who are suffering from financial problems.

b. **Students Experience:** Offer student the opportunity of helping others and giving back to society.
   - Encourage students to get involved in societal activities on and off campus.
   - Create various volunteer programs that may help students develop a sense of belonging to the community.
   - Set up partnerships with charitable institutions.

c. **Strengthen Student Engagement:** Create opportunities for USTF students and alumni to build strong career life and overcome future concerns and obstacles.
   - Provide individual and group career counseling and career direction services to students and alumni.

- Conducting workshops related to student career development, employment strategies and techniques as required.
- Explore students' interests, personalities, work values, and skills in finding suitable careers.
- Determine where students are in their career decision-making process and suggest appropriate self-assessment tools to meet their needs.
- Organize career fairs in collaboration with local government associations, civic associations, private organizations, and community leaders.

d. **Communication Outreach: Enhance current channels of communication between the** university and its alumni on the one hand, and among alumni themselves on the other hand, in line with USTF philosophy and vision.

- Establish and foster a basis of lifelong professional and personal relationships between the University and its alumni.
- Provide alumni with opportunities to contribute to and participate in the decision-making process at the University.
- Keep contact with professional bodies and alumni organizations mainly to identify alumni career opportunities, in line with the USTF vision of bridging the gap between academia and society.
- Develop fundraising activities in collaboration with external associations.

e. Marketing Support: Develop plans to promote USTF academic programs and services.

- Develop regular communication with different media sources by encouraging USTF faculty and staff to participate in diverse media programs.
- Build effective relationship between USTF and media institutions to promote all USTF activities and programs.
- Design and print brochures, flyers, posters, and ads to build USTF reputation.
- Follow up USTF news and activities in local as well as international media.

f. **Student Financial Services:** Deliver a high level of service to support students in achieving their academic goals by helping remove financial barriers.

- Establish collaborative partnerships with charitable associations to obtain financial resources.
- Conduct various workshops for USTF community to increase their awareness of the services offered by the University.
- Create a climate that promotes continuous improvement.
- Create and update the financial aid roles and procedures.
- Implement an effective student aid delivery system.
- Develop customer service offered by the Office of Scholarship and Financial Aid.
- Improve communication between private scholarship's recipients and their donors.

USTF Employer Engagement

USTF identifies building enduring and meaningful relationships with the external community as one of its strategic priorities. Employers are an important part of the external community that USTF always seeks to engage with whilst simultaneously offering opportunities for reciprocity of this engagement. As such, the University will embed within its activities a focus on developing, fostering, and nurturing cooperation between its Colleges/Offices and employers in the UAE and the region.

Key Areas of Employer Engagement

- **Curriculum Evaluation:** USTF, through the Office of Alumni, Career Counseling and Events engage employers in dialogue about the academic programs offered by the University. Such an engagement lies at the heart of boosting USTF graduate employability and at ensuring that the needs of the job market are appropriately met. It is the responsibility of each College to organize meetings with employers, record deliberations and include recommendations within their Annual Plans.
- **Internships and Placements:** USTF, through the Office of Alumni, Career Counseling and Events as well as through colleges, secure practical training and work experience for its students in order to better equip them for the job market.
- **Sharing of Expertise:** USTF, through its colleges, reach out to corporate entities and various governmental and non-governmental institutions to share the expertise of its faculty/staff in their respective disciplines and areas of expertise.
- **Shaping the Future:** USTF, through its Deanship of Student Affairs, organize events that empower students to voice their opinions and share their ideas about the future with corporate and industry partners. The hosting of events whereby the main focus is to bring undergraduates together with established businesses in order to have a free interplay of ideas is a step towards ensuring that not only students are aware of the requirements of the job market, but also that employers are aware of what young people are looking for in a potential workplace. This will boost retention and mitigate the impact of employee turnover.

Related Policies

- Community Engagement Strategy
- College Advisory Boards Policy
- Continuous Education and Lifelong Learning Policy

Document History

Version	Date	Update Information	Owner	Reviewer	Approval
V 1.0	14/10/2020	Approval as a New Policy	Community Engagement Committee	VCAA + VCAFA	BOT
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College Advisory Board Policy

Policy Name	College Advisory Board Policy		
Policy Owner	College Deans	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

Integral to the University of Science and Technology of Fujairah's commitment to excellence is the development of well-rounded graduates who are professionally competent, socially responsible, and active contributors to the development of their communities in the UAE and abroad. Therefore, USTF recognizes the value and importance of involving professional and community stakeholders from appropriate fields to achieve program relevance and best- practice education standards. To support this effort, we have drafted the College Advisory Boards Policy, which includes the responsibilities of the Boards, the membership, and the terms of reference.

Policy Purpose

The objective of this policy is to provide guidelines for establishing College Advisory Board, to create a robust and vital connection between USTF colleges and the local community. Which will strengthen and improve the quality of the academic programs and prepare graduates to fit the job market needs.

Policy Scope

A. This Policy applies to all USTF Colleges.
B. Advisory committees have been already established for all USTF colleges designed to prepare students for initial or continued employment. One advisory committee may serve a cluster of related programs. Advisory committees shall provide guidance and advice on the initial development, accountability, expansion, and closure of a certain academic program. Advisory committees may also provide recommendations and advice on curriculum, marketing, and program evaluation.

Definitions

A College Advisory Board (CAB) includes a selected group of experts representing industry and societal constituencies, tasked with providing advice to faculty and administrative officials. The CAB serves as a platform for exchange between employers and the academic leaders of the college. Among its main objectives are to give advice on evolving trends in their fields and help the departments within the college in preparing graduates that fit the market needs using the latest teaching and learning approaches.

Policy details

Responsibilities

The College Advisory Board shall perform the following responsibilities:

- Provide support and recommendations on priorities, directions, and the latest trends in

academic programs, scientific research, and outreach.

- Develop clear strategies that help colleges achieve their ultimate goals.
- Provide advice and recommendations to ensure that the programs address the employment and educational needs of the labor market.
- Develop and implement strategies to build institutional partnerships and maintain strong connections with the community.
- Contribute to enhancing USTF image as a leading university in the Arab region.
- Provide feedback on the career journey and status of alumni in the labor market.
- Suggest strategies to enhance the colleges' programs and tailor them according to the needs of the UAE, and the Emirate of Fujairah, in particular.
- Connect students and graduates with different public and private sectors to offer them internships, training, research, and job opportunities.
- Identify and assist in receiving external funding for colleges' initiatives, programs, and research.
- Provide support in important issues when deemed appropriate by the Vice Chancellor for Academic Affairs (VCAA) or the Dean of the College.

Procedure

Membership

The College Advisory Board shall reflect a diversity of perspectives. Therefore, it shall be composed of professional leaders, distinguished academicians, prominent alumni, and community figures from different backgrounds. The suggested number of Board members is at least eight, including the Dean of the College.

Terms

The process of establishing and approving a College Advisory Board is as follows:

- The college dean nominates the potential CAB members based on the previously mentioned membership criteria.
- The list of nominated members should be approved by the college council.
- After approval by the college council, the dean shall submit the potential CAB members to the VCAA.
- Based on the college council and VCAA approval, the USTF chancellor shall issue a decree to form the Advisory Board.
- The board shall serve for two-year terms, renewable thereafter.
- The CAB starts its work immediately after receiving approval from the chancellor`s office.
- The college and program academic leaders may issue further bylaws and regulations to improve the effectiveness of the CAB as needed.
- All the CAB meetings should be documented, and the minutes need to be approved by the University Rector within 30 days of the meeting.

Meetings

The Advisory Board shall meet on a minimum bi-annual basis, preferably at least once per semester (in Fall and Spring). Additional meetings may be held when deemed appropriate by the VCAA, the Deans or the Board members themselves.

Officers of the Board

Officers of the Advisory Board shall be comprised of two Board members - a Chairperson, a Vice- Chairperson, in addition to a Secretary from the College. The Chairperson and Vice-Chairperson shall be appointed by the Chancellor based on the Deans' recommendations and input, whereas the Secretary shall be nominated by the Deans. The Officers of the Board shall be appointed for two-year terms, renewable thereafter.

Chairperson

The Chairperson of the Board shall perform a leadership role by serving as the executive head, and assisting the Board with important recommendations, information, and data to implement its activities. The Chairperson shall also preside over all the meetings, with exclusive power to organize them and approve the meeting agenda.

Vice-Chairperson

The Vice-Chairperson shall assist the Chairperson in their duties and responsibilities and act as presiding officer in the absence of the Chairperson.

Secretary

The Secretary shall be responsible for taking accurate and action-based meeting minutes, promptly disseminating them to all the members, and ensuring clear and effective communications relating to the duties and responsibilities of the Board. The Secretary shall also receive proposals for agenda items from the Board members and present to the Chairperson.

Quorum

A quorum for the Advisory Board meeting shall consist of at least half the Board members including the Chairperson or Vice-Chairperson attending.

Recommendations of the Board

The Board shall act in an advisory capacity. The Deans shall be responsible for the implementation of the recommendations in consonance with the strategic goals and vision of the College and USTF at large.

Effectiveness of the Board

The Dean shall be responsible to prepare an annual report on the effectiveness of the Advisory Board and identify the measures needed for continuous improvement.

Related Policies

- Governance and Management Policies
- Quality Assurance Policies

- Research and Scholarly Activities Policies
- Fiscal Resources, Financial Management and Budgeting 359 Policies
- Legal Compliance and Public Disclosure Policies
- Community Engagement Policies

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Continuing Education and Lifelong Learning Policy			
Policy Name	**Continuing Education and Lifelong Learning Policy**		
Policy Owner	**Training and Continuous Education Center**	**Reviewed**	**Annually**
Approved By	**Vice Chancellor for Academic Affairs**	**Approval Date**	

Policy Statement

USTF encourages employees to become more proficient in their job by advancing their education in areas that have a vocational relationship to their current or future roles at the University. All USTF members including alumni returning to the university for further training, professionals who want to take their career to the next level through lifelong learning, working students, or mature students shall soon find state of the art knowledge at the Training and Continuing Education Center. USTF is strongly committed to provide education all learners with an education based on diversity, equality, and equity. It has no discrimination against any differences on birthplace, nationality, languages, genders, ages, disability, physical condition and health, personal status, economic and social condition.

Policy Purpose

The purpose of continuing education is to maximize the university employees' job performance by enhance their knowledge, skills, and competencies. The employee's direct supervisor determines what area of improvement his employee needs, which determine the kind of continuing education and training program needed. Lifelong learning can help USTF members to achieve personal satisfaction because humans have a natural drive to explore, learn and grow, to improve their lifestyle.

Definitions

- **Continuing Education**: is the planned, organized learning designed to maintain, improve, or expand knowledge and skills to the enhancement of practice, education, or theory development to improve the welfare of an individual.
- **Lifelong Learning:** is the use of both formal and informal learning opportunities throughout the person's life to foster the continuous development and improvement of the knowledge and skills needed for employment and personal fulfilment.

Policy Details

This Policy is prepared by and implemented under the auspices of the Office of USTF Vice Chancellor (VC) for Academic Affairs in close cooperation, coordination, and partnership with USTF relevant entities, especially:

- **College Deans,** as representatives of their colleges at the academic level and, therefore as being knowledgeable about the professional development needs of their faculty
- **Heads of Departments,** as being closely in touch with their faculty and, therefore, more in tune with their needs for development opportunities
- **Office of Quality Assurance,** as responsible for monitoring faculty achievement, strengths, and shortcomings
- **Office of Admissions and Registration,** as the source of relevant information concerning, among many other things, the academic calendar, faculty current timetables, etc.

- **Office of Human Resources,** as the source of data concerning all details of USTF full-time faculty,
- **USTF faculty,** as the collective party most concerned by this Policy.

Procedures

The Vice Chancellor (VC) for Academic Affairs, under the auspices of whose office the professional faculty development plans are implemented, will take the first necessary steps to initiate a new offering of training and, in the process, to reach out to and involve as partners the above -mentioned parties. At this stage, the purpose is to determine the needs and requirements of faculty for upgraded and acquired skills to fill in gaps in their performance or meet and cope with new performance requirements and challenges.

The process of selecting relevant areas of training will involve:

- University-wide consultation with the above-mentioned partners and entities to target and prioritize areas of professional training,
- Close study of the evaluation reports generated by the system (including course evaluation, instructor evaluation, etc.) to identify specific needs,
- Consultation with faculty to take into consideration their interests in particular areas of professional development,

The procedures for offering the professional development training will involve:

- External expertise, where the professional training will be provided by highly esteemed and universally recognized experts invited to share their knowledge and experience with USTF faculty.
- Peer training, a process in which volunteers from among USTF faculty will exchange knowledge and best practice with other colleagues to broaden their experiences and equip them much-needed skills,
- External training opportunities, wherein USTF faculty are encouraged and supported to apply for and obtain professional training from a recognized external organization,
- Professional development leave, a procedure that UST is currently studying to avail specially categorized faculty of the opportunity of a sabbatical leave for professional development training.

Related Policies:

- Internship Policy**.**

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UST Policies and Procedures Revision and Updating History

No.	Document	Date	Revision and Updating History
1	Ver. (1). Policies and Procedures Manual	11 June 2019	• Policies and Procedure Manual Submitted for USTF initial Licensure
2	Ver. (2). Policies and Procedures Manual	14 October 2020	**1. Revised Policies** • Data Security Policy to • Data and Cyber Security Policy **2. Replaced** • Promoting Quality Research Publications Policy • Research Publication Compensation Policy **3. New Policies** • Online Examination Policy • New Academic Programs Policy • Distance Learning Faculty Qualification Policy • Distance Learning Policy • Covid-19 Safety Violation Sanctions Policy
3	Ver. (3). Policies and Procedures Manual	08 February 2021	Ver. (3) of the Policies and Procedures Manual is the same as Ver. (2) of the Manual without any change
4	Ver. (4). Policies and Procedures Manual	27 October 2021	1. **Rearrangement** The sections of USTF Policies and Procedures were re-arranged to follow the same sequence of the policies and procedures mentioned in the 2019 CAA *Standards* 2. **New Policy** The "Academic Excellence Scholarship Policy" is a new policy added to the Student Policies in the updated USTF Policies and Procedures Manual
5	Ver. (5). Policies and Procedures Manual	24 February 2022	1. **Revised Policies** • Quality Assurance Policy and Procedures • Internship Policy • Distance Learning Faculty Qualification Policy • Faculty Workload Policy • Transfer Admission Policy • Student Appeal Policy and Procedures • Student Grievance Policy and Procedures • Student Counseling Policy • Teach-out Policy and Procedures • Health Services Policy **2. New Policies**

			• Policies governing mission development, approval, and review. • Policy on USTF Policies • Implementation and Monitoring of Improvement Plan Policy • Academic Planning Processes and Responsibilities Policy • Program Specification Policy • Teaching and Learning Methods Policy • Course syllabus Policy • Course Substitution Policy • Continuous Education and Lifelong Learning Policy • Completion of Courses of Practical Nature Policy • Policy on Provision of two Courses Through Distance Learning to High School Students • Faculty roles and responsibilities in curriculum development and review • Faculty distance learning roles and responsibilities Policy • Full-time and Part-time Faculty Supervision and Organizational Issues Affecting Faculty • Full-Time Faculty Sabbatical Leave Policy • Full-time Faculty Development Policy • Full-Time Faculty Emergency Leave Policy • Staff Roles and Responsibilities in Governance and Committees Policy • Staff Access to Services Policy • Staff distance learning roles and responsibilities • Nepotism Including Employee Relationships Policy
5	Ver. (5). Policies and Procedures Manual	24 February 2022	• Financial Control in Student Run Clubs and Societies Policy • Preventing Radicalisation, extremism, and terrorism Policy • Student Psychological Counselling Policy • Student Council Policy • Location of Physical Sites of Laboratories and Clinics Policy • Internal Auditing Policy • Response to Request for Information Policy • Anti-corruption and Bribery Policy • College Advisory Boards Policy • Female Residential Life Policy • Female Residential Life Procedures • Environmental Health and Safety Policy • Smoking Policy

			• Student of Determination Policy • College Deans Performance Evaluation Policy
6	Ver. (6). Policies and Procedures Manual	4 October 2022	**1. Revised Policies** • USTF BOT By-Laws • Risk Management Policy **2. New Policies** • Minors Policy • Research Support • Research Ethics Policy • Student Involvement in Research Policy • Commercialization of Research Output Policy • Degree Audit and Graduation Policy • Grade Appeal Policy • Student Attendance Policy • Alumni Relations Policy • Hazardous Material Management Policy • Financial Risk Management Policy • Contracts Review and Approval Policy • Website Policy
7	Ver. (7) Policies and Procedures Manual	Feb. 2023	**1. Revised Policies** • Standing Committees • USTF BoT By-Laws • Planning Policy • Risk Management Policy • Board of Trustees Policy • Executive Committee Policy • Vision and Mission Development, Revision, and Approval Policy • Quality Assurance Policy and Procedures • Implementation and Monitoring of Improvement Plan Policy • Comprehensive Program Specification Policy • Undergraduate Completion Requirements Policy • Independent Study Policy • Academic Progress Policy • Grading and Assessment Policy • Examination Policy • Curriculum Approval and Revision Policy • New Academic Programs Policy • Minors Policy • Internship Policy • Course File Policy • Course Syllabus Policy • Course Substitution Policy • Class-Size Policy • Academic Probation Policy

			• Intensive Mode of Course Delivery Policy • Research Support Policy • Research Ethics Policy • Student Involvement in Research Policy • Commercialization of Research Output Policy • Research Strategy • Deanship of Graduate Studies and Research Policies and Procedures • Research Publication Compensation Policy • Research Conference • Faculty Supervision and Organizational Issues Affecting Faculty • Staff Role and Responsibilities in Governance and Committees Policy • Nepotism Including Employee Relationships Policy • Faculty and Professional Staff Role Policy • Employment Policy • Compensation and Benefits Policy • Faculty and Staff Death Policy • Faculty and Staff Personal Records Policy • Faculty and Staff Professional Development Policy • Faculty Development Policy • Staff Access to Services Policy • Faculty Workload Policy • Professional Requirement for Teaching Policy • Faculty Sabbatical Leave Policy • Distance Learning Policy • Distance Learning Faculty Roles and Responsibilities Policy • Distance Learning Staff Roles and Responsibilities Policy • Faculty-Authored Boo Policy and Procedures • Faculty and Staff Evaluation Policy • College Deans Performance Evaluation Policy • Faculty and Staff Disciplinary Policy • Anti-corruption and Bribery Policy • Faculty and Staff Grievance Policy and Procedures • Graduate Assistants Policy • Faculty Promotion Policy • Ethics Policy • Undergraduate Admission Policy • Graduate Admission Policy • Transfer Admission Policy

			• Student of Determination Policy • Advanced Standing Policy and Procedures • Prior Learning Assessment and Recognition Policy • Policy on Provision of Two Distance Learning Courses to High School Students • Student Records Policy • Student Information Release Policy • Degree Audit and Graduation Policy • Grade Appeal Policy • Career and Placement Service Policy • Student Career Advancement Program Policy • Female Residential Life Policy • Female Residential Life Procedures • Financial Control in Student Run Club and Societies Policy • Academic Excellence Scholarship Policy • Student Disciplinary Policy • Student Attendance Policy • Preventing Radicalisation, extremism, and terrorism Policy • Student Council Policy • Student Activities Policy • Student Publication Policy • Student Rights and Responsibilities Policy • Student Counseling Policy • Student Psychological Counseling Policy • Academic Advising Policy • Student Academic Integrity Policy • Student Appeal Policy and Procedures • Smoking Policy • Environmental Health and Safety Policy • Location of Physical Sites of Laboratories and Clinics Policy • Health Services Policy • Health and Safety Policy • Faculty and Staff Medical Insurance Policy • Covid-19 Safety Violation Sanctions Policy • Hazardous Material Management Policy • Learning Resources Policy • Use of Technology Resources Policy • Information Technology Policy • Data and Cyber Security Policy • Information and Software Technical Support Policy • Equipment and Software Upgrading and Replacement Policy • Internal Auditing Policy • External Audit Policy

			• Financial Policy • Procurement and Inventory Control Policy • Financial Risk Management Policy • Auxiliary Enterprise Policy • Conflict of Interest Policy • Intellectual Property Policy • Teach-out Policy and Procedures • Publication Policy • Institutional Relations Policy • Website Policy • Community Engagement Strategy • Community Engagement Policy • College Advisory Boards Policy • Continuing Education and Lifelong Learning Policy **2. New Policies** • Higher Management Policy • Exam Validity and Moderation Policy • External Research Engagement Policy • Medical Equipment Maintenance Policy • Budgeting Policy • Teach-out Policy and Procedures • Higher Management Policy • Student Finance Policy

BOT Approvals History

Version	Date	Update Information	Owner	Approval
V 1.0	11/05/2019	Policies and Procedures Manual	USTF	BOT
V 2.0	14/10/2020	Updated Policies and Procedures Manual	USTF	BOT
V 3.0	08/02/2021	Updated Policies and Procedures Manual	USTF	BOT
V 4.0	27/10/2021	Updated Policies and Procedures Manual	USTF	BOT
V 5.0	24/02/2022	Updated Policies and Procedures Manual	USTF	BOT
V 6.0	04/10/2022	Updated Policies and Procedures Manual	USTF	BOT
V 7.0	06/02/2023	Updated Policies and Procedures Manual	USTF	BOT