

جامعة العلوم والتقنية بالفجيرة

University of Science and Technology of Fujairah

# FACULTY HANDBOOK



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صَاحِبُ السَّمْوِ الشَّيْخُ خَلِيفَةُ بِنِ زَايِدِ آلِ نَهْيَانَ

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## 1 | Preface

### 1.1 Introduction

The Faculty Handbook is designed to serve as a general guide to faculty members concerning University of Science and Technology of Fujairah principles, policies, procedures, services, and over-all information expected to be of pertinence. The Handbook shall be used as a reference and offers guidance to faculty on many aspects of the university; hence, the need for faculty members to read, understand, and comply with the policies, as well as all applicable laws and regulations.

### 1.2 USTF History

The establishment of University of Science and Technology of Fujairah (USTF) comes as a response to the importance His Highness Sheikh Khalifa bin Zayed Al Nahayan, President of the United Arab Emirates (UAE), attaches to education, and in particular to higher education. In light of this, and to assist the development of the UAE and the region, His Highness Sheikh Hamad bin Mohamed Al Sharqi, Member of the Supreme Council, Ruler of Fujairah, gave his blessing to the foundation of USTF as a full-fledged and independent university. USTF replaced the previous Ajman University (AU) - Fujairah Campus, which was launched in 2000. The timing of the launch of the University made it a pioneering force on the higher education scene as it was the first private University established in the eastern region of the UAE. The history of the University in creation and development of various programs and colleges demonstrates USTF efforts to promote high quality in education and to serve the needs of the region. As an independent university, USTF will continue to remarkably enhance and solidify its elite reputation among national and regional universities.

## 2 | University Vision and Mission Statements

### 2.1 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.

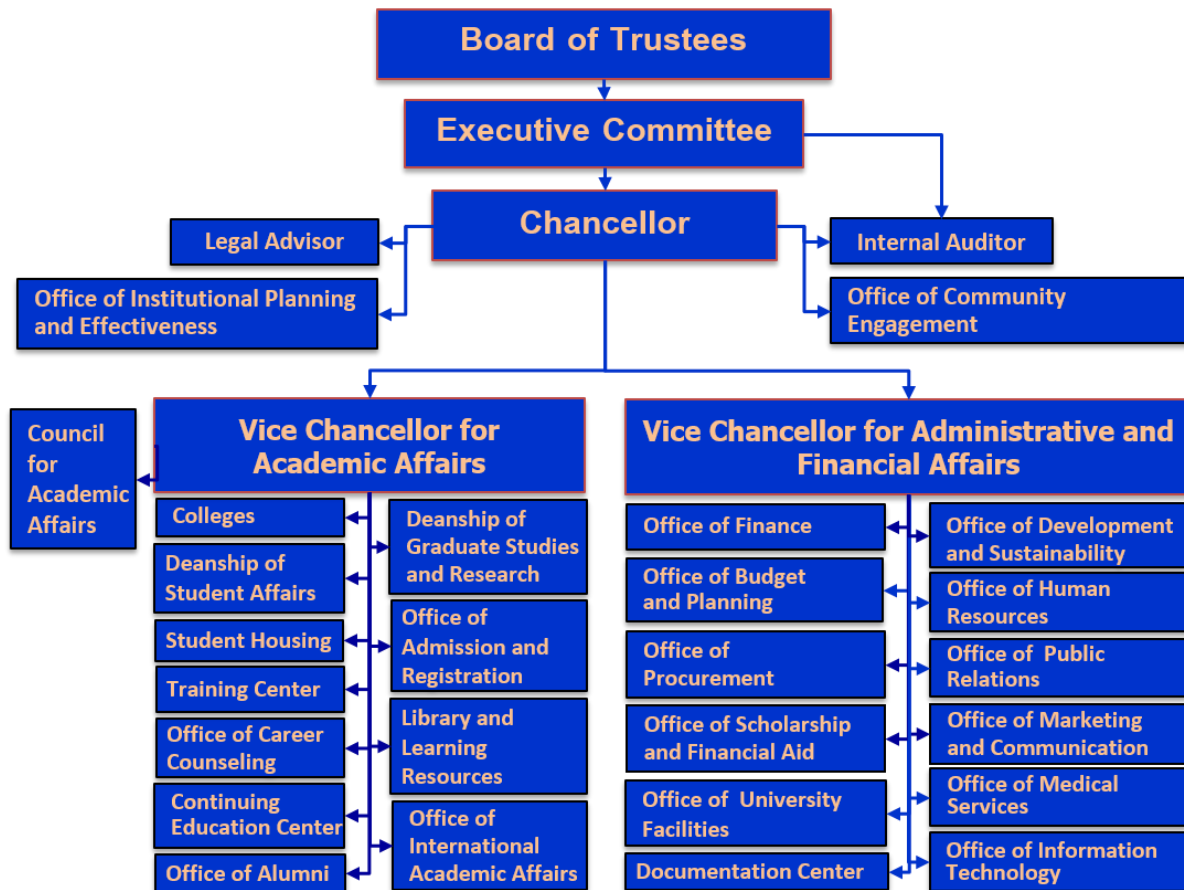
### 2.2 USTF Mission

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.



### 3 | University Organization Structure and Governance

#### 3.1 Organization Chart



#### 3.2 The Board of Trustees

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 any affiliate committee. The Board sets 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 in charge of planning and developing study programs. The Board will have full authority to define and oversee all the activities bearing the name of University of Science and Technology of Fujairah, handles direct administrative issues only through the Chairman and authenticates the guidelines governing the annual operating budget prepared by the University.





## 4 | Faculty Roles and Responsibilities

### 4.1 Faculty Roles

Faculty members are responsible for developing, evaluating, and periodically updating all educational programs offered by the University. 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.

They are also required to 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.

#### Faculty Member Job Description

The following statement is intended to describe the general nature and level of work being performed by the faculty member; and it is not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required.

#### Essential Duties and Responsibilities:

- Develop and deliver courses to students in specified discipline areas of study.
- Evaluate and monitor individual student's progress and provide feedback and guidance.
- Organize and manage instructional and research resources.
- Provide consultative expertise, as a subject matter expert, to the local industry through pre- approved partnership projects by the University.
- Ensure a respectful and culturally sensitive learning environment in all activities.
- Establish and maintain effective work relationships.
- Motivate and inspire confidence in others (students and colleagues) to overcome limitations to personal growth and success.
- Ensure required training equipment and supplies are set up in advance and materials are available.
- Seek out methods, procedures and resources that best achieve course and program objectives.
- Support and participate in accreditation process.
- Maintain relationships with students that are conducive to learning.
- Perform miscellaneous job related duties as assigned by the Head of Department, Dean of College and Administration of University.



### Supervision

- Report to Head of Department (if applicable) or to the Dean of College (if there is no Head of Department).
- Subordinates: Supervise the work of students and Teaching Assistants.

### Knowledge and Skills

- Ability to communicate effectively, both orally and in writing.
- Knowledge of admission standards and regulations.
- Knowledge of the “Credit Hour” academic system
- Ability to foster a cooperative work environment.
- Ability to develop and deliver presentations.
- Ability to perform complex tasks and to prioritize multiple projects.
- Ability to work effectively with diverse multi-cultural community
- Ability to create, compose and edit written materials.
- Knowledge of professional practices and techniques in area of specialty.
- Ability to make administrative/procedural decisions and judgments.
- Program planning and implementation skills.
- Knowledge of computerized student information systems.

## 4.2 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.

### 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 in order to fairly evaluate students based on their academic performance.
- Use of technology and participant-centered techniques to enhance learning.
- 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.



### Academic Advising

Faculty members are required to know the academic rules, regulations and procedures that apply to students' advising responsibilities. They are also required to be familiar with different University services provided to students. In that regard, faculty members should:

- Schedule office hours in order to meet with students outside prescheduled class meetings.
- Post office hours and include them in the course syllabus.
- Ensure that the number of office hours reflect the teaching load and size of the classes. Accordingly, the office hours shall range from 6-10 hours as approved by the Head of Department.
- Be in the office during office hours.
- Ensure that office hours are flexible enough to provide reasonable contact with students who may have class conflicts.
- Make it possible for students to make appointments outside of scheduled office hours. Schedule additional office hours during registration periods.
- Participate and assist other faculty members and students in the registration process.
- Keep, update, and refer to students' records during each advising session.

### 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 in order 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 provide assistance to faculty members for obtaining 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.



## Service

Service includes:

- **Service to the University:** this 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 establishing external connections and partnership.
- **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.
- **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, and serving in community boards and non-government organizations.

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/international conferences, seminars and workshops, authoring articles for the general 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. Similarly, guidance and leadership in student activities and contribution in student counselling shall also be recognized and considered.

### 4.3 Principles of Academic Freedom

Academic freedom is vital in the establishment of a climate of academic integrity, and it applies to both teaching and research. Faculty are entitled to freedom of discussion of course subject and students the freedom to learn, in addition faculty are entitled to freedom of advancement and dissemination of knowledge through their research work and the publication of results. USTF recognizes that successful discharge of these functions requires an atmosphere of intellectual freedom.

Since freedom entails responsibilities, faculty members are advised to accept the responsibilities associated with intellectual freedom. Those responsibilities are towards students, colleagues, University, and the larger community USTF serves. For this purpose,



USTF has specified ethical guidelines for its faculty members to help them discharge their responsibilities in compliance with the University standards.

#### 4.4 Faculty Professional Ethics

USTF requires its faculty members to be responsible for academic integrity and demonstrate high standards of professional ethics. They shall apply principles of justice, truthfulness, fairness, and respect for others in all matters related to their work, especially when making decisions involving ethical issues. They are required to ensure that people are fairly treated and not discriminated against, abused or exploited. They shall honor the rights of others and shall cause no harm to any individual. They shall respect the diversity of cultures and recognize fundamental human rights. They must keep in confidence all privileged information gained while employed at USTF. When acting as referees, they must strive to be fair and objective.

#### 4.5 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. It is worth emphasizing here that the University expects all its faculty members to abide by the highest standards of professional ethics in all their activities conducted inside or outside the University.

#### 4.6 Misconduct

USTF requires that its faculty members demonstrate high standards of ethical behavior and act as role models for their students. USTF also expects and demands that they adhere to those standards of conduct that are deemed necessary and appropriate for an educational institution. While it is not possible to list all acts and/or omissions that violate the desired conduct and may result in disciplinary action, the following are some of the more obvious acts or omissions that are unacceptable:

- Refusal to carry out the duties required by his/her position or refrain from abiding by the instructions under the employment contract, which are issued by the superior or the person in charge.
- Use of physical violence against any person inside the University campus.
- Racial or sexual harassment or any other form of harassment to any student, affiliate of or visitor to the University.
- Proceeding work in a state of drunkenness (either drugs or alcoholics).



- Intentionally keeping the superior in the dark regarding conflicts of interests.
- Committing any act that might infringe an article of the contract or violate the regulations and policies issued by the University from time to time regarding safety and security.
- 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 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 undesirable attitude.
- Absence without permission.
- Non-abiding by the University policy regarding smoking in the workplace or non-abidance by the safety rules.

Sometimes it is difficult to classify some cases of misconduct. Therefore, any decision regarding the seriousness of the case is subject to the consideration of the University based on findings and relevant facts as determined by the Disciplinary Committee. The concerned faculty member will be treated fairly and provided an opportunity to explain his/her position. If the Disciplinary Committee, after thorough investigation, concludes that a disciplinary action must be taken against the faculty member, it may recommend verbal counseling, written warning, suspension or even termination. In case the faculty member is not satisfied with the decision of the committee, he/she can file a written appeal to the University Chancellor requesting a review of the decision, as explained in section related to Grievance Procedure in this Handbook.





## 5 | Intellectual Property Guidelines

### 5.1 Interpretation

Matters considered include the nature of Intellectual Property, its ownership, exploitation and the specific procedures adopted within USTF.

USTF 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, USTF recognizes that certain Intellectual Property is developed as a result of the environment provided by USTF and that special relationships exist between the USTF 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.

USTF 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.

#### Definitions:

**Course Materials:** All materials produced in the course of 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 USTF Resources:** Resources of the USTF which, for the avoidance of doubt, includes facilities, funds, services, equipment, paid leave, faculty time and support faculty in excess of those normally used or available to faculty for producing Course Materials.

**Intellectual Property:** 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:** Where particular consideration (which includes, but is not limited to, financial consideration or relief from teaching or other duties) is provided or offered by the USTF by agreement.



## 5.2 Intellectual Property Ownership

Except as otherwise agreed in writing by an authorized USTF officer, or stated in this Policy, USTF 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 of the University.
- Created by Visitors, Adjunct or Conjoint appointees.

In the absence of any written agreement to the contrary, Visitors, Adjunct and Conjoint appointees who create Intellectual Property falling under this clause will be treated as academic faculty for the purposes of this Policy.

USTF 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 USTF and where produced with the assistance of Exceptional USTF Resources.

USTF 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 if such a license will not extend to use of the Course Materials for a course in direct competition with a course of the University.

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.

USTF reserves its right to transfer the ownership of its Intellectual Property to third parties, where practicable, following consultations with the creator(s) of the Intellectual Property. Except where expressly permitted, no faculty member or student may apply for his/her own name, assign, license or otherwise deal with Intellectual Property, without USTF written consent.

## 5.3 Students

Where USTF students may be involved in research at institutions, which are affiliated, with the USTF or at institutions other than USTF, 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 are maintained as far as practicable.

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.



## 5.4 Exploitation of Intellectual Property Owned by USTF

In order for USTF 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 doing so, intellectual property protection should be acquired specifying the rights that will accrue to the faculty member or student and to USTF. 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 USTF. 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. 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.

## 5.5 Rights and Disputes

USTF recognizes the rights of the originators of Intellectual Property in accordance with the UAE copyright 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 final outcome of his/her labors. USTF will use its best endeavors to assist authors in asserting their moral rights in cases where clear breaches of accepted academic conventions occur. Where a faculty member or a student is unable to reach agreement with a Third Party with respect to the exploitation of Intellectual Property, they may refer their grievance to USTF Legal Advisor to attempt to resolve the dispute by mediation. In the event of a continuing grievance, the matter will be determined by an independent expert. All matters associated with the resolution of Intellectual Property disputes will be held confidential.

## 5.6 Copyright Material

USTF faculty members and students are required to follow the law protecting copyright in the United Arab Emirates set under the Copyright and Authorship Protection Law No. 7 for the year 2002. Protection is granted to authors of literary, artistic and scientific; whose means of expression is writing, sound, drawing, image, motion pictures, creative titles or computer software. Translation of original works is also protected and the duration of the protection is for the lifetime.

The law reserves the right to allow reproducing protectable works by means of photocopy without obtaining the author's permission by public libraries, non-commercial documentation centers and education, cultural and scientific institutions, provided that the number of 50 copies reproduced is limited to their needs and not detrimental to the interests of the author.



## 6 | Faculty Appointments

### 6.1 Faculty Hiring Procedure

1. The Dean is expected to submit to the Vice Chancellor for Academic Affairs the faculty hiring plan one academic year ahead. For instance, hiring plan for Fall 2018 should be submitted in Fall 2017.
2. The faculty-hiring plan should indicate the following:
  - Detailed specialization request.
  - Verification of the requested specialization.
  - Confirmation of slot availability.
  - A clear strategic plan for the requested, highlighting how the candidate fits into the long-term plan of the department/college/university.
3. The approval of the new faculty slots would be based on budget availability, real need for the requested position, and how the position fits within the strategic plan of USTF.
4. The Representative from the Office of the Vice Chancellor for Academic Affairs would prepare an advertisement for the available opening.
5. The Representative from the Office of Vice Chancellor for Academic Affairs handles the advertisement of the new slot on the University website and renowned international outlets for the specific specialization, which shall be determined by the dean, in consultation with the head of the department.
6. The advertisement should be kept for at least one month before starting the screening process.
7. Applicants should submit the following documents online:
  - Letter of intent.
  - Detailed CV including full publication list.
  - Information form.
  - At least three reference letters.
  - Any other relevant supporting documents.
8. The Representative from the Office of the Vice Chancellor for Academic Affairs shall send all applications to the dean.
9. A “Search Committee”, headed by the dean or the head of the department, and including at least two other faculty members (one of them from another department and preferably another college), and a representative from the Office of the Vice Chancellor for Academic Affairs will screen the applicants.
10. Shortlisted candidates would be interviewed by the “Search Committee.”
11. Candidates living abroad can be interviewed remotely.
12. The main criteria for evaluating candidates are:
  - Research record with a special focus on:
    - Research area and to what extent it fits the announced position.



- Publications and creative work with a special attention for publications in high impact factor journals.
  - Amount of external funds secured by the candidate.
  - Research presentations, especially presentations delivered by the candidates at prestigious meetings.
  - International collaboration.
  - Teaching record taking into consideration:
    - Teaching philosophy.
    - Course diversity.
    - Graduate student supervision.
    - Student evaluation.
    - Development of new courses and labs.
    - Introduction of novel teaching pedagogies.
    - Service to the university including administrative duties, participating in committees, etc.
    - Professional service, including organizing conferences, serving on committees of international conferences, conducting review for international journals, etc.
13. If short listed candidates do not fulfill the above criteria, the advertisement would be re-announced until suitable candidates are available.
14. The “Search Committee” shall submit to the Dean the following documents:
- CV of the short listed candidates.
  - Information form.
  - Reference letters.
  - Committee report including the following items:
    - Verification for the requested position.
    - How the candidate fits into the specific slot and USTF strategic plan?
    - Summary of the candidate’s credentials, with specific comments on items mentioned in point (12) above.
    - The strong and weak points of the candidate.
    - Committee recommendations.

The Dean makes a recommendation to the Vice Chancellor for Academic Affairs including negotiated salary with the candidate. The Representative from the Office of the Vice Chancellor for Academic Affairs issues a contract for the selected faculty. The contract shall be signed by the Chancellor. Faculty salaries are confidential and the Dean should consult with the Vice Chancellor for Academic Affairs on the appropriate salary.

## 6.2 Terms of Contract

The employment contract is usually for a period of two years and is renewable as per University regulations. 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. He/she shall not accept any other professional appointment outside USTF without prior written approval from the University. He/she shall abide by the confidentiality regulations of the University and strive for professional development on regular basis.

### 6.3 Faculty Workload

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. It encompasses instruction, advising, committee work, thesis supervision, guidance of student organizations, research, service, and curriculum development. The assignment of workloads is therefore organized on the following principles:

- For non-terminal degree holders teaching in undergraduate certificate, diploma, associate degree and baccalaureate programs, the maximum teaching load is 15 credit hours per semester, or 30 credit hours or equivalent per academic year.
- The maximum teaching load for full-time faculty members is 12 credit hours per semester for undergraduate programs (or 24 credit hours or equivalent per academic year, over the period of the first and second semester combined), and 9 credit hours per semester for graduate programs, or 18 credit hours or equivalent per year.
- The teaching load of part-time faculty members is limited to a maximum of 6 credit hours per semester.
- Faculty teaching load during summer semester varies between 6 credit hours (6-weeks summer courses) and 9 credit hours (8-weeks summer courses).
- Faculty members teaching summer courses are compensated for courses they teach, according the financial regulation in effect at the University.
- The release time from teaching for the Deans of Colleges is 6 credit hours, while it is 3 credit hours for the Heads of Academic Departments and Program Coordinator.

The faculty workload for supervision of Master Degree Thesis, Bachelor Degree Graduation Projects, and Training (Internship) is also defined in terms of credit hours as follows:

- A faculty member supervising students registered in the course “Thesis” will receive payment equivalent to 0.3 credit hours per student, with a maximum of 3.0 credit hours per faculty per semester.
- If the Number of students is less than two (2) or more, but not greater than four (4), pro-rata will be implemented.
- If two (2) faculty are supervising a thesis, payment sharing will be based on Head of Department’s recommendation.





- One credit hour of teaching load is counted for a faculty member supervising 12 undergraduate students registered in the course “Graduation Project”. In the event the number of student is either less or more than 12, pro-rata will be implemented. The maximum load shall not be greater than 2 credit hour in a given semester.

## 6.4 Academic Ranks and Qualifications

University of Science and Technology of Fujairah (USTF) employs (4) primary faculty ranks, in addition to the rank of adjunct faculty that is employed in accordance to the ratio of adjunct to full-time faculty and the teaching load regulations specified by the Ministry of Education.

### Professor

It is the highest academic rank that is obtained after successfully being promoted from the Associate Professor rank in a reputable institution. An appointee to this rank must have earned the Ph.D. degree from an internationally recognized institution and must have served as a full-time Associate Professor for at least four years with significant contribution in research and service to the academic institution and community.

### Associate Professor

This rank is obtained after successfully being promoted from the Assistant Professor rank in a reputable institution. An appointee to this rank must have earned the Ph.D. degree from an internationally recognized institution and must have served as a full-time Assistant Professor for at least four years with noteworthy contributions in research and service to the academic institution and community.

### Assistant Professor

An appointee to this rank must have earned the Ph.D. degree from an internationally recognized institution and must have demonstrated potential as an effective teacher and a promising researcher with a strong commitment to serve the institution and community.

### Lecturer

An appointee to this rank must have earned a Master's Degree from an internationally recognized institution. He/she must have demonstrated strong potential as an effective teacher and have had prior teaching experience. The lecturer will, in general, teach readiness-level courses, regular course tutorials, and perform other teaching duties.

## 6.5 Faculty Orientation

New faculty members will receive a proper orientation about the University philosophy, policies and work ethics with regard to their specific job. They will be briefed about the program, its curriculum and the role of faculty members in its development, their rights and responsibilities. They will also be provided with all relevant information about the registration as well as the advising systems. The Dean, head of the concerned department, and senior faculty members will take part in the orientation process.



## 6.6 Part-Time Faculty Members

Part-time faculty members teach courses that are beyond remedial or readiness levels. Their employment is subject to the same requirements of professional competence and experience as their full-time counterparts. Their number shall not exceed 25% of the total faculty members for any program offered by the University. In addition, the teaching load of part-time faculty members shall not exceed 6 credit hours. The net salary for part-time faculty members is determined based on their teaching load.

## 6.7 Probationary Periods

Newly appointed faculty members have a probation period of one semester. Near the end of the semester (14<sup>th</sup> week), the Office of Human Resources shall provide a Self-Assessment form to the faculty member and End-of-Probation form to the College Dean. The Dean will get feedback from the Head of Department about the performance of the newly appointed faculty member. Based on the two forms and after consultation with the Head of Department, the College Dean will make a decision whether to confirm the employment or terminate it. The termination option shall be exercised only if the faculty member has a serious problem in delivering the assigned duties and his/her performance is below the minimum acceptable performance for the concerned Department/College. The Office of Human Resources will accordingly inform the faculty member about the decision.

## 6.8 Leaves of Absence

### Annual Leave

The faculty member shall (in addition to any statutory public holidays announced for the United Arab Emirates) be entitled to a paid leave in accordance with the provisions relating to vacation leaves as set out in the University's academic calendar, provided that such leave shall not exceed Sixty (60) calendar days in each academic year. This includes any leave taken during winter and spring breaks.

In the event the faculty member does not complete, for whatever reason, any full year of service, the regulations and articles of his/her contract's construing laws shall be applied as per Federal Law No. 8 of 1980 on Regulating Labor Relations to determine the number of annual leave days the faculty member is eligible for.

### Sick Leave

Sick leave is intended to meet the legitimate health needs of faculty members who were absent from the work place 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 aforementioned ninety (90) calendar sick leave days, the college dean may provide excused time off without pay for a period of time 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.

During the sick leave period, the faculty member's Dean must make alternative arrangements to cover the duties of the faculty member without additional funding.

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, 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 he or 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.

In all cases, leave days cannot be carried over from one year to another.

### **Maternity Leave**

Female Employees who have completed at least one (1) year of service at USTF can avail forty-five (45) calendar days of Maternity Leave (including pre and post-delivery). If the employee has not completed one (1) year of service, she is eligible for a Maternity Leave benefit of forty-five (45) calendar days, which shall be at half the regular pay rate.

Sufficient documentary evidence like doctor certificate (authenticated by USTF Office of Medical Services) have to be submitted along with the Leave Application Form.

Unpaid Maternity Leave entitlement shall be for one hundred (100) calendar days.

Employees can extend their Maternity Leave, with prior approval; however, this extended leave shall be treated as Annual Leave or will be treated as unpaid leave if Annual leave balance is nil.

### **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 the purpose of this rule, immediate family is defined as and limited to the faculty member's spouse, children, parents, brothers and sisters.

### **Hajj (Pilgrimage) Leave**

Employees can avail a 'Hajj Leave' for performing pilgrimage once during their tenure at USTF. The Hajj Leave entitlement shall be fourteen (14) calendar days.

### **Death provision During Faculty tenure**

In accordance to 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, whom 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.

USTF will bear all expenses related to the preparation and transportation of the deceased and the deceased family members to their home country.

In case the family of the deceased decided to remain in the UAE and send the body of the deceased to his home country, the University will bear the travel expenses of a family member, who will travel along with the body of the deceased.

## **6.9 Regulations Regarding Consultancy or Outside Employment**

The primary duty and responsibility of faculty members employed by USTF is to the University itself. They are required to render their most effective services for all assigned tasks. Moreover, contributing to the community by offering professional activities are looked upon favorably and encouraged, especially where these activities make a positive contribution to the University. However, no outside service, as an expert or in any other capacity, should be undertaken that might interfere with proper discharge of duties towards



the University or be in conflict with the interests of the University. USTF regulation on outside professional activities for its faculty members are as follows:

- No faculty member shall undertake any form of outside employment or activity, whether paid or unpaid, whether regular or periodic, which affects proper discharge of duties as specified in the contract and expected of a full-time faculty of the University.
- Appropriate outside employment, which does not affect faculty member's performance and may rather enhance the discharge of duties is encouraged as furthering the interest of both the individual and the University. Teaching, consulting, professional practice and other appropriate outside activities can contribute to the effectiveness of the faculty member as a teacher and as a productive scholar, and can meet the individual's and the institution's obligation of community service.
- Conflict of interest should be avoided. A faculty member shall have no interest of any kind, direct or indirect, or engage in any business transaction or professional activity, or incur any obligation of any nature, which is in substantial conflict with the proper discharge of the individual's duties as a faculty member.
- Outside employment is defined as any paid activity such as, but not necessarily limited to, teaching, consulting, advising, testing or performing analyses or examinations, the practice of one's profession, or similar work performed in addition to the official responsibilities of a full-time employee.
- During the period of full-time employment with USTF faculty members may engage in outside employment so long as it does not reduce the full-time obligation to the University. Outside employment is considered an overload and must not exceed 20 percent of the full-time obligation.
- Before any faculty member can engage in outside employment, approval of his/her supervisor is required. For continuing commitment of a period longer than one-week employment, approval of the Vice Chancellor for Academic Affairs is also required. For short term or ad hoc employment, the Dean's approval is necessary and the Vice Chancellor for Academic Affairs must be notified. Requests for approval should describe the nature of the employment, including compensation. Recommendations for approval shall be based upon an affirmative showing that the proposed employment would be in accord with the mission and policies of USTF.
- Outside employment and consulting under the appropriate rules and procedures usually require an absence from the campus. Even though there is no cost to the University, absence from the campus or other regular place of work for periods of half a day or more.
- The faculty member engaged in outside professional activity shall pay 30% of the total compensation received for such activity to the University Office of Finance as contribution towards sponsoring social activities of the department or college.



## 7 | Faculty Development and Promotion

### 7.1 Professional Development

The University 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. It is for this reason that the annual report of each faculty member should include development activities during the preceding year and should mention areas of progress and their impact. On its part, the University is committed to foster and support faculty development and thus set up a policy that provides opportunities for individual faculty to:

- Improve teaching effectiveness.
- Maintain current academic and technical knowledge and skills.
- Develop computer and technological proficiency skills.
- Pursue research and creative projects.
- Exchange information and ideas.
- Engage in curriculum updating.
- Develop innovative and effective instructional and administrative techniques.

Faculty members from all disciplines are encouraged to participate and attend academic conferences, professional meetings, and engage in research activities both inside and outside the UAE. The financial assistance provided by the University for attending conferences is described in the following. For details about the Faculty Development adopted by USTF, please refer to Appendix I.

### 7.2 Faculty Performance Review

#### Purpose of the Faculty Review

As per the University's commitment to faculty development and mentoring, and in order to achieve its expectations, processes for mentoring and evaluating individual faculty members are imperative to the development of our faculty members. The University continuously provides constructive feedback to its faculty through various channels. More precisely, the purpose of faculty performance review is to:

- Provide all full-time faculty with timely information regarding the extent to which they are meeting the college and university expectations of performance.
- Identify aspects of a faculty member's performance that may need further development.
- Provide a foundation for discussions of performance between the faculty member, the head of Department and the Dean.
- Help in planning appropriate and relevant faculty development programs.
- Determine faculty member with outstanding performance to be rewarded and recognized.
- Determine faculty member eligibility for contact renewal.





### **Annual Faculty Report - (View Appendix II)**

Faculty members are required to complete the Annual Faculty Report (AFR) at least two months before the end of the academic year (exact date will be included in the academic calendar). The AFR, which is used as a tool for faculty assessment and development by compiling faculty members' teaching activities, research, professional, creative and service endeavors and future plans. More precisely, the AFR is intended to:

- Highlight the faculty accomplishments and contributions for the previous academic calendar year.
- To be used as a basis for a yearly performance appraisal, and to assess the extent to which the faculty fulfils his/her job requirements.

### **Feedback and Evaluation Reports**

In addition to the Annual Faculty Report, the faculty performance appraisal will include:

- Students' course evaluation feedback.
- Students' evaluation of advising.
- Any other material provided by the faculty member, the Head of Department or the Dean, which could help in evaluation.
- Where appropriate, Peer Review reports.

### **Faculty Performance Review Criteria (View Appendix III)**

Faculty performance appraisal is based on three criteria, which are Teaching, Research, and Service (service to the university, service to students, and service to community).

#### **Evaluation of the Teaching Criteria**

Teaching is the core obligation of the faculty member. The Faculty member must describe his/her achievements and contributions in the following aspects of teaching activity at both graduate and undergraduate levels.

- Sound course design 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.
- New program/course developed, course syllabi and content updating to incorporate advances in the discipline, currency of course teaching materials and approach, etc.
- Use of technology and participant-centered techniques to enhance learning.
- Adoption and promotion of active/self-learning including class activities and assignments that develop students' deep knowledge, skills and competencies.
- Design of appropriate and relevant student's assessment tools including examination questions, projects, case studies, assignments, reports, essays, presentations, etc.
- Respect of students, effective response to student questions, timely evaluation of tests and assignments and provision of feedback to students, etc.
- Supervision of undergraduate student's projects and Master and Ph.D. theses and dissertations



### Evaluation of the Research Criteria

USTF expects high quality research and scholarly contributions from each faculty member. The Faculty member should describe his/her achievements and contributions in the following aspects of research and scholarly activity:

- Creative work and publications: this includes publications (published, accepted or submitted) in refereed journals, publication of books, chapters of book, monographs, and publications in refereed conference proceedings.
- Editorial board membership, membership of conference organizing committees, refereeing of academic articles, citations of published papers, presentations at conferences, etc.
- Supervision and examination of graduate students (Master and Doctoral theses) within and outside USTF. Research projects development, and internal and external research grants.

### Evaluation of the Service Criteria

- Service to the University: this 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 establishing external connections and partnership.
- 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. Masters' theses.
- 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, and serving in community boards and non-government organizations.

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 appraisal. However, the weight of teaching in the overall faculty performance appraisal should not be less than 40% and the weights of Research and Service should not be less than 20% each.

### Overall Performance Review of the Faculty Member

The overall performance of the faculty member will be categorized into four levels:

- Excellent: an outstanding level of accomplishment beyond what is normally expected.
- Commendable: level of accomplishment is above expectations.
- Acceptable: satisfactory level of accomplishment with no significant weaknesses.
- Needs Improvement: failure to achieve what can be considered the normal range of performance.



The head of the department is supposed to identify a performance improvement plan for faculty members whose overall performance is deemed "needs improvement".

### **Faculty Performance Review Process**

A faculty review committee is formed at the College level to coordinate and supervise the evaluation of faculty members' performance. The Committee shall, in particular decides on:

- The relative weight of teaching, research and service activities for faculty performance appraisal.
- Review marks distribution within each of the three review criteria (Teaching, Research, Service) proposed by each Head of Departments.

The Review Committee is composed of the College Dean (chair) and Heads of Departments/Units (Members) and one external member from a different college (Observer).

It is the responsibility of the Head of Department to complete the Evaluation Grid appended to the Faculty Annual Report. The scoring will be shared with the faculty member. If the latter disagrees with the evaluation proposed by the Head of the Department and believes that it does not adequately reflect his/her performance, the case will be referred to the Review Committee.

The faculty member is required to sign the Annual Faculty Report and the Evaluation Grid to acknowledge receiving the decision of the Review Committee. In case he/she disagrees with the assessment, he/she may append a written statement or follow the grievance procedure. The Dean shall submit the performance evaluation results and the final recommendations of the Review Committee to the Vice Chancellor for Academic Affairs for approval.

## **7.3 Application and Review Procedure for promotion**

USTF encourages its faculty to be committed to production and dissemination of innovative and impactful knowledge. The ultimate purpose is to support the institution's mission, achieve its goals, and enhance 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. It also rewards those who demonstrate exemplary performance and contribute with outstanding achievements. It 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. This policy document in Appendix IV (Faculty) and Appendix V (Dean) explains these conditions, the promotion criteria, and the related procedures.



## 7.4 Faculty Job Description

The following statements are intended to describe the general nature and level of work being performed. They are not intended to be construed as an exhaustive list of all responsibilities, duties, and skills required of personnel so qualified.

### Essential Duties and Responsibilities

- Develop and deliver courses to students in specified discipline areas of study
- Consider and aiming to achieve the three fundamental standards of the University: Teaching, Research, and Community service.
- Evaluate and monitor individual student's progress and provide feedback and guidance.
- Organize and manage instructional and research resources.
- Provide consultative expertise as a subject matter expert to the local industry through pre-approved partnership projects by the University.
- Ensure a respectful and culturally sensitive learning environment in all activities.
- Establish and maintain effective work relationships.
- Motivate and inspire confidence in others (students and colleagues) to overcome limitations to personal growth and success.
- Ensure required training equipment and supplies are set up in advance and materials are available.
- Seek out methods, procedures and resources to best achieve course and program objectives.
- Support and participate in accreditation process.
- Maintain relationships with students that are conducive to learning.
- Perform miscellaneous job related duties as assigned by the University management.

### Supervision

Report to: Head of Department (if applicable) or to the Dean of College (if there is no Head of Department). Subordinates: Supervise the work of students and Teaching Assistants.

### Qualifications and Experience

PhD/ Master's Degree directly related to the field of instruction specified.

### Knowledge and Skills

- Ability to communicate effectively, both orally and in writing.
- Knowledge of admission standards and regulations.
- Knowledge of the "Credit Hour" academic system.
- Ability to foster a cooperative work environment.
- Ability to develop and deliver presentations.
- Ability to perform complex tasks and to prioritize multiple projects.
- Ability to work effectively with diverse multi-cultural community.
- Ability to create, compose and edit written materials.



## 8 | Faculty Compensation and Benefits

### 8.1 USTF Faculty Salary Structure and Benefits

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).

SN	Itemization	Academic Rank			
		Lecturer	Assistant Professor	Associate Professor	Professor
1	Salary Range	14,000-20,500	17,000-26,000	19,500-31,000	23,500-39,000
2	Housing Allowance (Monthly)	4,333	5,417	5,417	5,417
3	Furniture Allowance (over 2 years)	18,000	20,000	22,000	25,000
4	Education Allowance (maximum 3 children)	Max. 20,000	Max. 40,000		
		Over all			
5	Ticket Allowance (for Expatriates)	Faculty member + 4 dependents			
		Economy Class, except for Deans who are entitled to business class			
6	Health Insurance	100% coverage for Faculty Members			
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			

### 8.2 Summer Employment

Teaching in summer is optional and faculty members who opt to teach in summer are adequately compensated in accordance with their credit-hours load. This compensation is in addition to their salaries paid for summer months. Determination of the need for a faculty member's service for summer semester is made by the concerned Head of the Department. If a faculty member is unavailable for teaching in summer semester, the Head of the Department may employ part-time faculty with same qualifications as the full-time faculty member.



## 9 | Faculty Grievance and Appeal

### 9.1 Introduction

USTF aims at 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 Faculty Handbook or other published documents.

### 9.2 Grievance and Appeal Committee

The Grievance and Appeal Committee (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 Vice Chancellor for Academic Affairs appoints members of the GAC and its Chairperson. The findings and recommendations of the GAC will be forwarded to the Vice Chancellor for Academic Affairs for necessary action, if any. In making its recommendations, the GAC shall make a determination 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.

#### **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 and recommendations of GAC to the Chancellor of the University.
- Inform the concerned parties about the final decision taken by the Chancellor.

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 FGAC.
- 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 on the basis of evidence presented, discussions, and cross-examinations and making 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 Vice Chancellor for Academic Affairs will appoint a replacement for that member. The same will apply to a member who is on leave or absent during the hearing process.

### 9.3 Grievance 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 Appendix VI. 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 Vice Chancellor for Academic Affairs 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 inform the Vice Chancellor for Academic Affairs about initiation of the process. It will also notify the concerned parties and provide them with relevant information and documents in order 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 sufficient information to reach a recommendation. At the completion of the hearing, the GAC members will deliberate and reach a recommendation by majority vote. Within one week of the decision made by the FGAC, the Chairperson shall present a report to the Vice Chancellor for Academic Affairs describing the FGAC's findings and 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 Vice Chancellor for Academic Affairs 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 Vice Chancellor for Academic Affairs has made a decision, the Chairperson of GAC shall inform the concerned parties about the final decision.

## 9.4 Appeal

A faculty member can file a written appeal to the Vice Chancellor for Academic Affairs 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 appellant as an individual. The purpose of the appeal process is 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. The appellant should file his or her appeal within 30 days of being notified of the decision. In addition, the concerned faculty member or professional staff is encouraged to resolve the dispute informally before beginning the appeal process.

After making a preliminary review of the matter, which may include consultations with whomever the Vice Chancellor for Academic Affairs deems appropriate, the Vice Chancellor for Academic Affairs may undertake one of the following decisions:

- Grant the appeal;
- Remand the matter to a lower administrative level;
- Refer the matter directly to the concerned Faculty; and



- Reject the appeal if it is found to be without merit.

The Vice Chancellor for Academic Affairs may also appoint a committee to investigate the matter and report the findings back to him. In such a case, the committee will thoroughly investigate the matter and 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 Vice Chancellor for Academic Affairs. After receiving this report, the Vice Chancellor for Academic Affairs will make the final decision on the appeal that he deems appropriate. The appellant will be informed about the final decision made by the Vice Chancellor for Academic Affairs.



## Appendix I | Faculty Development

### 1. Introduction

Aware that faculty development is tantamount to institutional development, USTF has always endeavored to provide the best training opportunities and resources to its faculty.

**This policy is aligned with USTF vision and objectives, mainly:**

- To achieve academic excellence.
- To encourage faculty to meet what is termed the three main criteria: teaching, training, and service.
- To endow faculty with the kind of skills that make students' learning an enjoyable experience and allow them to develop both intellectually and individually.

Accordingly, USTF has set up a faculty development program whereby faculty members are trained so as to develop at the personal and professional levels, to become highly motivated, and to be able to perform at the highest possible levels.

**The faculty development program of USTF tries to ensure that:**

- Each faculty member understands the duties and responsibilities incumbent upon him/her.
- Each faculty member is trained to fulfill his/her duties and responsibilities according to the standards set by the University.
- Each faculty member is given the opportunity to develop his/her potential whether personally or professionally.
- Faculty members get the necessary help and information to develop their performance and effectiveness.
- Appropriate faculty development activities and mechanisms are provided.

### 2. Faculty Development Objectives

**Faculty development aims at achieving the following objectives:**

- To improve the quality of teaching and research at USTF.
- To provide quality service based on the concepts of equal opportunities.
- To enable the University to determine the implications on faculty development of changes in higher education and of the Ministry of Education's requirements, and to respond to these changes.
- To respond to guidelines from the University as well as to the recommendations of the Ministry of Education.

### 3. Faculty Development Scheme

To achieve the above objectives, USTF offers, through its faculty development program, a wide range of activities and opportunities to all faculty members. These include



presenting approach seminars, offering tailored workshops and courses, providing training on particular issues and subject matters for particular purposes, and providing necessary financial help.

#### 4. Seminars

Seminars are one of the main aspects of faculty development at USTF, since they are meant to create a dynamic academic environment conducive to research and creativity. Held every academic year by faculty members from each of the eight Colleges at the University, these seminars deal with specialized subject matters. They are an excellent research opportunity for faculty who are required to research the subject matter extensively and present it in an accessible manner, since the seminars are addressing both specialized and non-specialized audiences from inside and outside the University.

#### 5. Workshops, Courses and Training

USTF intends to provide, through the Curricula and Study Plans Committee, tailored workshops and training courses to its faculty members. The topics of the workshops and courses depend on the needs of each College, as identified by the said committee and by external reviewers participating in the external review scheme, otherwise known as the "Examining Eye" or External Reviewer Program. So far, USTF has run workshops on how to draft a sophisticated course description as per the highest standards, and on developing new teaching and evaluation models. The University is planning to offer all faculty members technology workshops to enable them to have a hands-on experience on how to effectively and efficiently use technology in the teaching process, including computers, software, the internet, and on-line learning systems.

#### 6. Financial Assistance

Faculty members are encouraged and required to attend and take part in academic conferences both inside the country and abroad in order for them to:

- Keep abreast of the latest academic and scientific developments.
- Exchange information and knowledge with peer academicians and researchers and improve their research skills.

Financial support for participation in international academic conferences shall be given to the faculty who meet the requirements provided in the Regulations for Participation in Academic Conferences (see Policies and Procedures Manual, Research Conference Policy). The financial support shall cover travel expenses, participation fees and up to 100% of the travel allowance.

Faculty members are urged to submit their applications for participation in academic conferences at least two months prior to the date of the conference. Applications should be approved by the Department Council, the College Research Council, Dean of Graduate Studies and Research and Vice Chancellor for Academic Affairs.



## 7. Regulations for Participation in Academic Conferences

### Preamble

Bearing in mind the importance of scientific gatherings in the academic growth and development of USTF teaching staff, the following regulations are meant to offer equal opportunities for all faculty members to attend academic conferences abroad. USTF also encourages academic staff to attend academic conferences held in the UAE and provides financial support as to the registration fees.

### Articles

#### Article 1:

These Regulations are called “Regulations for Participation in Academic Conferences”. The terms provided for in this document can be updated, according to the policy update and revision cycle.

#### Article 2:

Approval for participation in a conference is contingent upon the availability of funds in the approved college budget for professional development of faculty members.

#### Article 3:

Participation in any academic conference shall be done upon a decision issued by the President of USTF who may refer to the recommendations of the Department Council, the College Research Council, Dean of Graduate Studies and Research and Vice Chancellor for Academic Affairs.

#### Article 4:

Priority of participation shall be given to conferences which address themes of interest to USTF or themes that serve its academic projects in the future. The faculty member participating in a conference shall give an overview of USTF terminology and its comprehensive vision. He/she shall also distribute leaflets and brochures in the conferences.

#### Article 5:

In case of limited funds left in the approved college budget for professional development, the faculty member who shall be eligible for participation in an academic conference is:

- Whose academic specialization is the closest to the theme of the conference.
- Whom USTF asks to represent it in the conference.
- Whom USTF asks to conduct a research paper or study for the conference or who has already conducted a research paper in the theme of the conference and was accepted by the Conference Scientific Committee.
- Who is assigned an organizing task in the conference.
- Who has not participated in another conference in the same year.
- Who did not participate in a conference in the preceding year.
- Who has a minimum two-year academic experience in USTF.



**Article 6:**

Part (A):

The faculty member participating in a conference is entitled to:

- 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 allowance 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.

Part (B):

In determining the allowances of transportation and other related allowances provided by the University for the participation of a faculty member in a conference, the following shall be taken into consideration.

50% of the allowance shall be paid to the faculty member prior to his/her departure while the other 50% shall be paid only after he/she submits the following documents to the Office of Vice Chancellor for Academic Affairs:

- A report on participation including the research paper he/she presented in the conference.
- A copy of passport showing the entry visa and exit stamp.

Part (C):

A faculty member may participate in a conference at his/her own charge, provided that his/her participation does not conflict with the interests of the University or students.

**Article 7**

The Office of Public Relations shall be in charge of carrying out the procedures for securing an entry visa for the faculty member to the country hosting the conference.

A Public Relations Officer shall contact the travel agency for issuing the ticket, join the faculty member to the airport on time of departure and receive the faculty member at the airport on his/her arrival.

**8. Policy for Promoting Quality Research Publications**

**Introduction**

USTF encourages and requires its faculty members to conduct high quality and impactful research in their areas of specialization. The University has taken a number of steps to support its faculty towards achieving this goal. As an additional incentive, the University has adopted a policy to provide financial reward for quality research and its dissemination in reputed journals. In the initial phase, the financial incentive has been specified for research



papers published in Scopus-indexed journals. This policy will become effective starting from academic year 2017-2018. The financial reward for faculty members shall be determined in the beginning of the academic year 2018-2019 for papers published (or accepted for publication) in Scopus-indexed journals during the period of September 01, 2017 to August 31, 2018 and so on.

### Policy for Papers Published in Scopus-Indexed Journals

For papers published in Scopus-indexed journals, the payment per paper and per author (considering USTF faculty members only) shall be as follows:

Table 1. Financial incentive for papers published in Scopus-indexed journals

SN	Number of USTF Authors (USTF faculty members)	Payment per USTF Author (AED)	Payment per Paper (AED)
1	1	6000	6000
2	2	5000	10000
3	3	4000	12000
4	4 or more (N)	14000/N	14000

In case there are more than four authors and only one of them is from USTF, then the USTF faculty member shall be paid as a single author provided that his/her name is among the first four authors unless the authors' names are written in alphabetical order. Otherwise, the payment shall be made as per above-mentioned calculation for four or more authors.

### Policy for Book Chapters and Books

For each book chapter contributed in a publication by a reputed publisher, as determined by the College Research Committee (CRC) and approved by the College Dean and the University, the USTF author(s) shall receive a net amount of AED 4,000. The HOD shall verify that the contents of the book chapter are related to the specialization area of the author(s).

For each book published by a reputed publisher, as determined by the College Research Committee (CRC) and approved by the College Dean and the University, the USTF author(s) shall receive a net amount of AED 10,000. The HOD shall verify that the book is written in the specialized field of the author(s).

USTF has developed a Faculty-Authored Book Policy and Procedures that allows the University to buy the Intellectual Property of a text or a reference book from authors for a certain number of years. For details refer to Policies and Procedures Manual, Faculty-Authored Book Policy and Procedures.





## Appendix II | Annual Faculty Report Template

### 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 Annual Faculty Report is to provide the basis for a yearly performance appraisal.

It is mandatory for all faculty to complete this Annual Report.

The faculty member must ensure that all available evidence of his performance is submitted with this report (updated CV, course description for all courses taught, samples of teaching material, publications, service to USTF and Community, and other appropriate documentation). The Faculty member is advised to read USTF Faculty and Staff Evaluation Policy.

### Teaching

The Faculty member must describe his/her achievements and contributions in the following aspects of teaching activity at both graduate and undergraduate levels.

1. Courses taught

Semester	Course ID	Course Title	No. of Students

2. Course design and delivery, teaching techniques and methodologies and materials
3. Program/course development
4. Use of technology to enhance teaching
5. Classroom interaction and management of students' participation
6. Alignment of teaching and assessment methodologies (Examinations and grading) with program and course learning outcomes
7. Supervision of undergraduate students' graduation projects and/or graduate theses and dissertations (Master and PhD)
8. Other teaching accomplishments and contributions
9. Conditions that facilitated or prevented successful achievement of teaching plans and goals
10. Teaching plans and goals for next academic year



## Research

The Faculty member should describe his/her achievements and contributions in the following aspects of research activity.

1. Articles/Papers (published, accepted or submitted) in refereed journals and/or creative work
2. Articles/Papers (published, accepted or submitted) in refereed conference proceedings
3. Books/Chapters of book (published, accepted or in preparation)
4. Articles/Papers reviewed for journals or conferences
5. Supervision and Examination of graduate theses and dissertations (Master or Doctoral)
6. Research projects, and internal and external research grants
7. Other research accomplishments and contributions
8. Conditions that facilitated or prevented successful achievement of research plans and goals
9. Research plans and goals for next year

## Service

The faculty member should describe his/her service contributions, which include service to the University, service to the profession and service to the community.

1. Administrative positions held and membership of department, college and university committees.
2. Contributions to staff and faculty development trainings and workshops.
3. External connections and partnership, fund raising campaigns, etc.
4. Students' advising and career counselling.
5. Involvement in student co-curricular activities.
6. Contributions to USTF visibility through local and international media channels.
7. Professional activities undertaken as a practitioner or consultant.
8. Volunteer work for local community serving on community and professional boards and NGOs.
9. Other services that provide recognition to the university.
10. Conditions that facilitated or prevented successful achievement of service plans and goals.
11. Service plans and goals for next year.



**Faculty member comments:**

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Signature of Faculty Member:

Date:

(Your signature does not necessarily indicate that you are in agreement with the evaluation. Your signature only indicates that you have had the opportunity to review the evaluation and that you have discussed the content with your supervisor. You reserve the right to submit a written rebuttal of this evaluation to the dean within ten working days of this date).

**Head of Department Comments:**

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Signature of Head of Department:

Date:

**Dean/Chair of Review Committee Comments:**

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Signature of Dean/Chair of Review Committee:

Date:

**Vice Chancellor for Academic Affairs Comments (in case he does not agree with the assessment of the Dean):**

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Signature of Vice Chancellor for Academic Affairs:

Date:



## Appendix III | Faculty Member Review Evaluation Grid

### Personal Information

Name:

Academic Rank:

Department:

College:

Joining Date:

Title:

### Important notes

As per decision of the faculty performance appraisal Review Committee, the relative weights of Teaching, Research and Service are respectively (x) marks, (y) marks and (z) marks. Marks distribution within each of the three areas (Teaching, Research, and Service) is shown in the grid below. It is the responsibility of the Head of Department to fill in this evaluation grid on the base of

- The Annual Faculty Report
- The Students' Evaluation of Teaching
- The Students' Evaluation of Academic Advising
- Performance review reports
- Any other source deemed appropriate, etc.

The scoring proposed by the Head of Department must be discussed with the faculty member.

The position of the faculty member whose overall score is less than 60 is "Needs Improvement". An overall score between 60 and 69 corresponds to the "Acceptable" position. A score between 70 and 89 is considered "Commendable". "Excellent" is a score 90 and above. If the faculty member disagrees with the evaluation given by the Head of Department, the case will be referred to the Review Committee.

### Teaching

Performance Criteria	Performance Rubrics	Score	Marks
Teaching	Variety of courses taught		
	Course design and delivery, teaching techniques and methodologies		
	Program/course development, introducing new teaching materials and resources		
	Use of technology to enhance teaching		
	In-classroom management		
	Examinations, grading and student's participation		
	Supervision of undergraduate projects, Master and PhD students		



	Other teaching accomplishments and contributions		
	Teaching plans and goals for next year		
	<b>Total Score</b>		
<b>HOD Remarks</b>			

**Overall Review Evaluation of Teaching**

<b>Excellent</b>	<b>Commendable</b>	<b>Acceptable</b>	<b>Needs Improvement</b>
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**Research**

Performance Criteria	Performance Rubrics	Score	Marks
<b>Research</b>	Creative work Articles/Papers (published, accepted or submitted) in refereed journals		
	Articles/Papers (published, accepted or submitted) in refereed conference proceedings		
	Books/Chapters of book (published, accepted or in preparation)		
	Articles/Papers refereed for journals or conferences		
	Supervision/Examination of Master or doctoral theses		
	Research projects, grants and research fund raising		
	Other research accomplishments/contributions.		
	Research plans and goals for next year		
	<b>Total Score</b>		
<b>HOD Remarks</b>			

**Overall Review Evaluation of Research**

<b>Excellent</b>	<b>Commendable</b>	<b>Acceptable</b>	<b>Needs Improvement</b>
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**Service**

Performance Criteria	Performance Rubrics	Score	Marks
<b>Teaching</b>	Administrative positions held and membership of department, college and university committees		
	contributions to staff and faculty development trainings and workshops		
	External connections and partnership, fund raising campaigns		
	Students' advising and carrier counselling		
	New academic programs development		
	Public Presentations, workshop, seminar and contributions through local and international media channels		
	Professional activities undertaken as a practitioner or consultant		
	Volunteer work for local community serving on community and professional boards and NGOs		
	Other services that provide recognition to the university		
	Service plans and goals for next year		
		<b>Total Score</b>	
<b>HOD Remarks</b>			

**Overall Review Evaluation of Service**

<b>Excellent</b>	<b>Commendable</b>	<b>Acceptable</b>	<b>Needs Improvement</b>
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**Overall evaluation**

**Head of Department recommendation:**

Excellent	Commendable	Acceptable	Needs Improvement
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**College Review Committee Decision:**

Excellent	Commendable	Acceptable	Needs Improvement
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**Signature of Faculty Member**

Date:

(Your signature does not necessarily indicate that you are in agreement with the evaluation. Your signature only indicates that you have had the opportunity to review the evaluation and that you have discussed the content with your supervisor. You reserve the right to submit a written rebuttal of this evaluation to the dean within ten working days of this date).

**Signature of Head of Department**

Date:

**Signature of Dean/Chair of Review Committee**

Date:

**Signature of Vice Chancellor for Academic Affairs**

Date:



## Appendix IV | Faculty Promotion Policy

### Faculty Promotion Policy

Policy Name	Faculty Promotion Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Chancellor	Approval Date	

University of Science and Technology of Fujairah (USTF) encourages its faculty to be committed to production and dissemination of innovative and impactful knowledge. The ultimate purpose is to support the institution's mission, achieve its goals, and enhance 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. It also rewards those who demonstrate exemplary performance and contribute with outstanding achievements. It 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. 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 on the basis of:

- a. quality of teaching effectiveness
- b. depth of scholarship and quality and impact of published work
- c. service to the University, the community and the profession/discipline.

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 on the basis of 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 e-learning and experiential learning.
- Initiation and participation in curriculum development (e.g. major revisions of existing courses, development of new courses, initiation of new programs or concentrations, etc.).
- 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 Professor rank requires a record of research accomplishments that establish the candidate as an outstanding contributor to knowledge in the 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 strategic plans.

Research output shall be demonstrated by published 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 the area of 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's 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 international/national 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 service, 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/international conferences, seminars and workshops, authoring articles for the general 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. 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
<b>UAE</b>	United Arab Emirates
<b>The Ministry</b>	The Ministry of Education - Higher Education Affairs, United Arab Emirates
<b>The University / USTF</b>	University of Science and Technology of Fujairah
<b>The University Chancellor</b>	USTF Chancellor
<b>FPC</b>	Faculty Promotion Committee
<b>The College</b>	The college to which the faculty member applying for promotion belongs.
<b>The Department</b>	The department to which the faculty member applying for promotion belongs.
<b>Jury</b>	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 papers
<b>Academic Scale</b>	Assistant Professor - Associate Professor - 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 the Chancellor. It shall supersede any and 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 herein.

**Article 4: Primary Evaluation Responsibility**

The College Dean is primarily responsible to conduct the promotion evaluation in accordance with the promotion policies stated in this document. The Dean shall submit his/her recommendations to the Vice Chancellor for Academic Affairs (VCAA) who will forward it to the Faculty Promotion Committee (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. In case the Dean himself/herself is the candidate for promotion, the primary evaluation responsibility shall rest with the FPC.

**Section II: Faculty Promotion Committee (FPC)****Article 5: FPC and its Objectives**

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.
- Assuring transparency, objectivity and impartiality in issuing recommendations regarding promotions.
- Assuring 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 for final decision.

**Article 6: FPC Composition**

FPC shall be established by the Vice Chancellor for Academic Affairs. 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. Any vacant seat shall be filled with a member from the same college through a decision of Vice Chancellor for Academic Affairs.

**Article 7: FPC Duties**

USTF Faculty Promotion Committee (FPC) shall deal with the following:

- After receiving the applicant’s complete file from the VCAA, the FPC shall review the 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.

- 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.

#### **Article 8: Meetings of FPC**

The Faculty Promotion Committee 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 VCAA is responsible for providing the Dean with a template invitation to be sent to potential jury members by the Dean.

#### **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 disciplines. 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 College Dean shall select three reviewers for reviewing the published research of the applicant. If the Dean himself/herself is the candidate for promotion, then the College Council, without the presence of the Dean, shall select the three reviewers from the list provided by the HOD. All correspondence with reviewers, their reports and promotion deliberations as well as the names of the selected reviewers shall be kept confidential.

#### **Article 11: Criteria for Jury Selection**

External reviewers shall be selected on the basis of the following criteria:

- All reviewers must be specialized in the same discipline 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 Masters or PhD 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 and Professor, if he/she meets the following criteria:

- Has served USTF for at least two years as full-time (resident) faculty. However, for applicants with exceptional research performance, this period can be reduced to one year by the Dean. 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 faculty 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.
- Has served at his/her current rank for at least five years, in either University of Science and Technology of Fujairah or any other accredited university. However, for applicants with consistent outstanding performance, the Dean may reduce this period to four years.
- Has published at least four refereed research papers in reputed and ranked journals, in case of application for promotion to the rank of Associate Professor, and six research papers in case of application for promotion to the rank of Professor.
  - 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's and PhD 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.
  - In case of application for promotion to the rank of Associate Professor, at least one of the submitted research papers must be either individually authored by the applicant or with only one co-author. For other papers, the total number of authors must not exceed four. A paper will be considered to have 50% weight if the number of authors for that paper is five or more. Two papers with 50% weight shall be considered equivalent to one paper in terms of fulfilling the requirement of number of publications.
  - In case of application for promotion to the rank of Professor, at least two of the submitted research papers must be either individually authored by the applicant or with only one co-author. For other papers, the total number of authors must not exceed four. A paper will be considered to have 50% weight if the number of authors for that paper is five or more. Two papers with 50% weight shall be considered equivalent to one paper in terms of fulfilling the requirement of number of publications.



- Only one unpublished research paper that has been accepted for publication in a reputed and ranked journal or prestigious conference proceedings may be submitted for consideration.
- Only one specialized (translated or authored) book or book-chapter admitted for publication shall be accepted.
- At most two refereed papers published in the proceedings of prestigious scientific conferences shall be accepted.
- Research papers published in electronic journals shall be accepted if the electronic journal is refereed and ranked 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.
- A patent shall be considered as a research paper, provided the applicant demonstrates that the patent registration is under the applicant's name. In this case it shall not be sent to a jury and shall be rated as Excellent.
- At least two of the submitted research papers must be authored while the applicant is employed at University of Science and Technology of Fujairah.
- All the submitted research papers must deal with the applicant’s specialization/discipline. However, one high-quality educational/pedagogical peer-reviewed research paper may be considered.
- The Dean may refer to the College Research Committee (CRC) to ascertain the quality of the journals and conference proceedings in which the applicant has published his/her research work. The CRC shall have a database classifying the journals in various categories (such as A\*, A, B, C).

### **Article 13: Promotion Procedure**

The promotion procedure is as follows:

- The applicant sends a letter of intention to the Dean who forwards it to the VCAA.
- The VCAA, after validating the eligibility of the applicant, sends a letter to the Dean to confirm or deny eligibility based on the requirements for promotion to the desired rank.
- The Dean informs the applicant about the eligibility status with a copy to the VCAA.
- Applicant submits his/her complete dossier to the HOD.
- The HOD (or senior faculty member appointed by the Dean if HOD is the applicant) forms an ad-hoc committee at the department level which evaluates/assesses the submitted dossier.
- The ad-hoc committee submits its report to the HOD (or to senior faculty member appointed by the Dean if HOD is the applicant) who reviews the report of ad-hoc committee and submits his/her recommendation to the Dean along with the complete dossier. If the Dean is the applicant, then HOD shall submit the report along with his/her recommendation and the dossier to the FPC.



- HOD submits a list of 10 external reviewers to the Dean. 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 Dean is responsible for sending invitations to external reviewers and should form a jury of 3 external reviewers selected from the list of 10 reviewers. The Dean shall be responsible for all communication with the reviewers throughout the review process until it is complete. If the Dean himself/herself is the candidate for promotion, then the College Council, without the presence of the Dean, shall select the three reviewers from the list provided by the HOD. Also, in this case the FPC shall send invitations to external reviewers and be responsible for the review process until it is complete.
- The Dean receives the reports of the external reviewers. The Dean reviews these reports as well as the report of the department ad-hoc committee and the recommendation of the HOD, and writes his/her own report. After giving the grades for each of the three categories (teaching, research, service), the Dean submits the complete file (which includes the reports of the external reviewers and department ad-hoc committee as well as HOD's and Dean's recommendations) to the VCAA. The VCAA shall forward the complete file to the FPC.
- The FPC shall review the complete file and send its observations and recommendation to VCAA.
- The VCAA makes the final decision.

#### **Article 14: Weight of Teaching, Research, and Service**

The weights for teaching and research shall account for 70% of the total grade while service shall account for 30% of total grade. For teaching and research, the weight for each shall be in the range of 30-40%. The applicant can choose, in consultation with the Dean, the weight for each provided that the total for these two categories is 70%.

#### **Article 15: Grading Criteria**

The grading shall be carried out provided 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:

- **Teaching:** The teaching grade shall be given by the Dean on the basis of students' evaluation, teaching effectiveness, and quality of course files/portfolio, 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 related to teaching and learning. This shall account for 40% score in teaching category.
  - **Teaching Effectiveness:** The applicant shall provide evidence of teaching effectiveness in terms of effective 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, fair and consistent grading policy, etc. The Dean shall consider all these factors in giving a grade for teaching effectiveness. This shall account for 40% grade in the teaching category.

- **Course Files/Portfolio:** The applicant shall submit the course files or portfolio for all courses taught during the past one year (fall and winter semesters) and clinics or studios, etc. supervised. For this, the Dean shall give a grade with maximum score of 20% in the teaching category.
- **Research:** For each reviewed research paper, the external reviewers shall give a score out of 100. Each paper with 50% weight (paper with five or more authors) will be given a score out of 50. Depending upon the required number of publications (four for promotion to the rank of Associate Professor and six for promotion to the rank of Professor), the papers with highest scores will be considered by the Dean to give a final percentage grade. For each paper with 50% weight, the scores of two such papers will be considered equivalent to one paper.
- **Service:** The Dean shall give a service score for each of the following three categories:
  - Department, College and University service (out of 60)
  - Academic, professional, and community service activities outside USTF (out of 20)
  - Contribution to students' co-curricular activities (out of 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 Dean 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 Dean, 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 criterion and submit the recommendation along with all evaluation documents (including reviewers' reports) to the VCAA for further action. The VCAA shall forward the applicant's file (including the report of the Dean and the 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 Dean's recommendation. Otherwise, the FPC will notify any short-comings in the review process to the Dean and request for re-consideration. Finally, the FPC shall submit its observations and 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 thereof shall be sent to the Documentation Centre for archiving purposes.

#### **Article 18: Effects of Promotion**

All non-financial effects of the decision of promotion 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 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 Dean may accept to review the 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. The University Chancellor may reject the appeal or form a 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 the Vice Chancellor for Academic Affairs.

#### **Appendix: Timetable for Promotion Process**

<b>No.</b>	<b>Procedural Step</b>	<b>Deadline</b>
1	Applicant submits letter of intent to the Dean	10 September
2	Dean forwards the letter of intent to the VCAA	17 September
3	Dean informs the applicant about his/her eligibility status	1 October
4	Applicant submits his/her dossier to the HOD	10 October
5	The HOD forms an ad-hoc committee in the department to review the dossier	17 October
6	The ad-hoc committee submits its report to the HOD	1 November
7	The HOD submits the dossier to the Dean along with the report of ad-hoc committee and his/her recommendation	10 November
8	The Dean sends the research papers to three external reviewers (jury)	24 November
9	The Dean receives the reviewers' reports.	1 March
10	The Dean reviews the complete file, gives score for each category, and submits the complete file to VCAA with his/her recommendation.	15 March
11	The VCAA forwards the file to FPC	22 March
12	The FPC after reviewing the complete file submits its recommendation to the VCAA	15 April
13	The VCAA makes the final decision	30 April



## Appendix V | Review of Performance of College Deans

### 1. Policy and Procedure

#### Purpose of the Review

The purpose of the dean's performance review is (i) to evaluate the progress of the college, departments and units under the dean's leadership, (ii) to provide an opportunity for constructive input from faculty and other constituencies, 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 dean in USTF at the end of his/her term of appointment. The review process is to be initiated by the appointment of a review committee by the VCAA.

The review committee will consist of three to five members, and will be chaired by a senior faculty member from a different college. The majority of the review committee members will be selected from faculty in the academic units supervised by the dean. The Office of Institutional Planning and Effectiveness (OIPE) will provide logistic support to the review committee in relation to conducting surveys, data processing and analysis.

VCAA will provide the review committee with Dean's self-evaluation report (DSER). The committee should also seek appropriate input and feedback from the concerned department/program chairs (if any), faculty, staff, students, and other constituencies. The committee should seek to identify areas where the dean should place more emphasis/attention if he/she were to continue to lead the college.

Upon conclusion of the review, the committee will provide the VCAA with a confidential written report. 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 dean will have the opportunity to comment on the report.

As a key component of the decision-making process, the VCAA will evaluate the committee's report, make a decision regarding re-appointment of the dean, and communicate the results of the review, including any recommendations therein, both orally and in writing to the dean under review.

#### Criteria for Review

The VCAA will determine the criteria for review. In addition to the following general criteria, he /she may consult the deans of colleges / academic units 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, scholarship/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, departments and college goals.
- Identifying and resolving conflicts affecting the college.
- Recruiting and retaining the highest quality faculty, staff and students while ensuring diversity.
- Implementing fair and effective performance evaluation for faculty and staff.
- Developing college internal and external resources.
- 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 (DSER)**

The dean will submit a self-evaluation report to VCAA as follows:

The DSER is a 3 to 6-pages description of the Dean's accomplishments in the time under review. The report should include specific evidence of providing leadership to staff and faculty, financial and human resources management, improvement of quality of learning, development of programs and educational resources, enhancement of research and scholarly activities, initiatives for student recruitment and retention and partnership agreements with professional and social communities. The DSER shall also include the following:

- College strategic/business plan.
- College budget priorities.
- Record of any grievances filed against the Dean.

VCAA will submit the DSER along with any other relevant documents to the review committee.

#### **Confidentiality**

It is essential that utmost confidentiality be maintained during the review process. The review committee members and the individuals engaged from OIPE for the logistic support are expected to maintain confidentiality of information, decisions and identity of individuals.



## College Dean Performance Review

(Form 1: to be completed by College staff)

Dean's Name:

College:

Date:

Please provide your 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

SN	Feedback Item	1	2	3	4	5
<b>A</b>	<b>Organizational Matters</b>					
1	Communicates priorities and administrative procedures effectively					
2	Keeps staff fully informed on all relevant matters relating to the University					
3	Works effectively with staff in identifying goals, in setting priorities and in focusing resources					
4	Maintains appropriate administrative organization, sharing governance with staff when appropriate					
<b>B</b>	<b>Leadership</b>					
5	Promotes excellence in teaching and research.					
6	Provides leadership in all academic matters, with responsibility for coordinating, evaluating and improving curricula and programs.					
7	Facilitates goal setting by individuals, programs, departments, and by the college / unit as a whole in alignment with the University mission and strategic plan.					
8	Develops and communicates a clear strategic and management Direction					
9	Encourages individual initiative					
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					
<b>C</b>	<b>Personnel Management</b>					
14	Promotes fair faculty and staff workloads					
15	Provides support for the successful recruitment and retention of faculty and Staff					
16	Recognizes contributions of faculty and staff					
17	Supports Faculty and staff in providing service to the University Community					
18	Responds to issues of concern from faculty and staff					
19	Encourages and promotes career and professional development among faculty and staff					



20	Evaluates faculty and staff effectively and fairly, according to established measures and standards for staff performance					
21	Maintains appropriate levels of confidentiality in personnel matters					
<b>D</b>	<b>Personal Character</b>					
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					
<b>E</b>	<b>Resources Development</b>					
25	Advocates for adequate resources to advance the mission of the College					
26	Encourages and assists in faculty professional development					
27	Manages college resources for program effectiveness					
28	Develops and supports and visibility for the college and its programs through Networking					
<b>F</b>	<b>Initiatives Supporting University Vision and Mission</b>					
29	Integrates the college’s strategic goals with overall goals of the University					
30	Promotes university enrollment goals, including retention and graduation rates.					
31	Supports engagement activities consistent with the university mission					
<b>G</b>	<b>Overall, how satisfied are you with this dean?</b>					

**Write your suggestion and comments**

Name:

Job Title:

Signature:

Date:



## College Dean Performance Review

(Form 2: to be completed by College students)

Dean’s Name:

College:

Date:

Please provide your 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

SN	Feedback Item	1	2	3	4	5
1	The dean does a good job in finding qualified faculty to teach.					
2	The dean provides opportunities for students to be heard on academic program issues.					
3	The dean develops and maintains good relations for the academic program outside the University (like companies).					
4	The dean creates a positive atmosphere in the college.					
5	The dean does a good job in handling student concerns and problems.					
6	The dean is accessible to students.					
7	The dean is always fair and ethical when interacting with students.					
8	The dean promotes open communication with students.					
9	The dean handles student problems and matters in a timely manner.					
10	The dean communicates with students whenever required.					

### Write your suggestion and comments

Students’ Program:

AGPA:

Hours Completed:



## Appendix VI | Faculty Members Grievance Form

<b>Name</b>		<b>Date</b>	
<b>Department</b>			
<b>College</b>			

**Instruction:**

Please provide the information requested below. Limit your response to no more than five typewritten pages and attach it to this form.

- Provide a detailed account of the incident, situation, or circumstance from which the grievance resulted. Be specific as to which policy or policies were apparently violated or might be lacking, which persons were involved, what harm or damages occurred, and what steps have been taken in an effort to resolve the complaint.
- Explain what relief is being sought through the grievance process.
- Provide the name, phone number, and e-mail address of each person you might wish to call as a witness at a grievance hearing.
- Please state if you have any objection regarding the presence of either one voting member of the Grievance and Appeal Committee (GAC) or the Chairperson to be present at the hearing. If you wish to make such a request, please indicate the just cause. Attach supporting documentation (if any) and submit the complete package to the Chair of the GAC.

**Note:** The College Dean must be consulted prior to the filing of grievance. Indicate the date you met with the Dean (\_\_\_/\_\_\_/\_\_\_)