

جامعة العلوم والتقنية بالفجيرة

University of Science and Technology of Fujairah

Policies and Procedures Manual



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صاحب السمو الشيخ خليفة بن زايد آل نهيان

رئيس دولة الإمارات العربية المتحدة

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1 | Mission, Organization and Governance Policies



Vision, Mission and Core Values

USTF Vision

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

USTF Mission

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

USTF Core Values

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

Institutional Goals and Objectives

2.4 USTF Goals

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



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

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



<p>Goal (5): Achieving excellence in infrastructure and services to maximize the operational efficiency.</p>	<p>5.1 Provide infrastructure and technologies that effectively contribute to the mission of USTF.</p> <p>5.2 Promote sustainable solutions and effective management of USTF resources in all areas.</p> <p>5.3 Enhance the quality of University services.</p>
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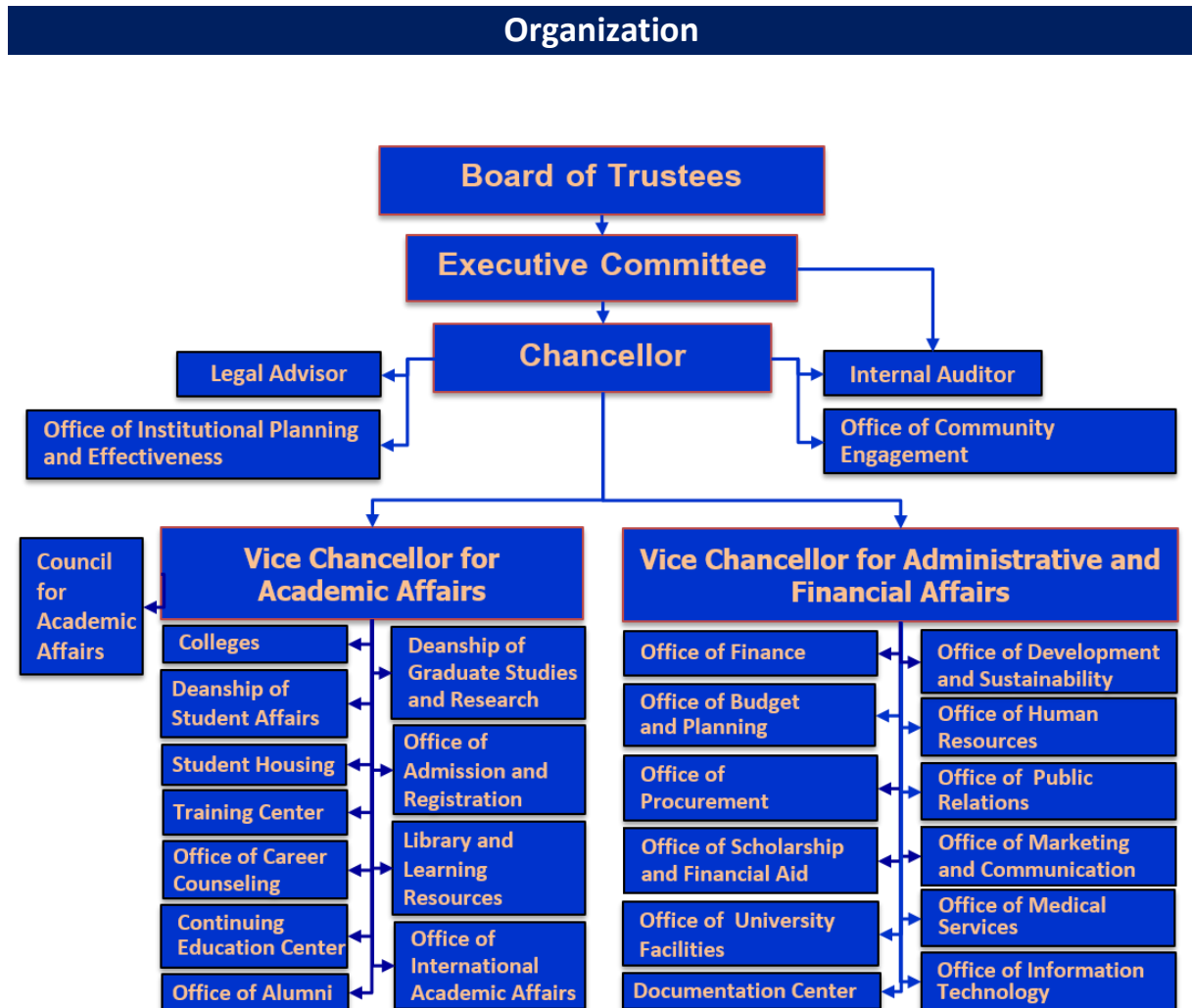


Figure 1: Organization Chart of University of Science and Technology of Fujairah (USTF)



Standing Committees

Policy Name	Standing Committees		
Policy Owner	Vice Chancellor for Academic Affairs Director, Office of Institutional Planning and Effectiveness	Reviewed	Annually
Approved By	Chancellor	Approved Date	

Council for Academic Affairs

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

a. Terms of Reference

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

b. Membership

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

Curricula and Study Plans Committee

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

a. Terms of Reference

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



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

b. Membership

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

Institutional Effectiveness Committee

The Institutional Effectiveness Committee (IEC) is headed by the Director of OIPE who reports to the Chancellor. The IEC ensures institutional effectiveness and continuous quality improvement in all (academic and non-academic) areas in accordance with local and international accreditation standards. The IEC members act as Institutional Effectiveness (IE) coordinators in their respective colleges/units.

a. Terms of Reference

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

b. Membership

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

Council for Graduate Studies and Research (CGSR)

The Council for Graduate Studies and Research (CGSR) has been established under the Deanship of Graduate Studies and Research (DGRS) with the mandate of developing and recommending policies and procedures for significantly enhancing the quality, relevance, volume, and impact of



research carried out at USTF and for enhancing the effectiveness of existing graduate programs and development of new graduate programs. It shall take all necessary steps to promote research and graduate studies at USTF.

a. Terms of Reference

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

b. Membership

- Dean of Graduate Studies and Research (Chair);
- Heads of Colleges Research Committees (Members); and
- Secretary (Rapporteur).

Planning and Budgeting Committee

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

a. Terms of Reference



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

b. Membership

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

Faculty Promotion Committee

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

Terms of Reference

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

Membership

- Dean, Graduate Studies and Research (Chair);



- Faculty Representatives from all USTF Colleges (Members); and
- Secretary (Rapporteur).

Grievance and Appeal Committee

The main task of the Grievance and Appeal Committee (GAC) is to determine, if the grievant or appellant has been substantially harmed as a result of the filed grievance or appeal, and if so, what relief should be given to the grievant or appellant. The University Chancellor appoints members of the GAC and its Chairperson. The GAC shall 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.

Terms of Reference

- Provide relevant information to the grievant or appellant for filing a grievance or an appeal form and Receive the written grievance or appeal.
- Arrange the GAC meetings and schedule the hearings, ensure the hearings are conducted in accordance with the specified procedure and all records are maintained.
- Review the grievance or appeal and ensure that it is complete with all required information and documents.
- Decide if the grievance or appeal does in fact need processing by the GAC.
- Hear the evidence presented by the grievant or appellant as well as arguments presented by the defendant(s) and questioning both sides with the aim of finding exactly what happened. This shall also cover the witnesses from both sides and their cross-examination.
- Reach a decision based on presented evidences, discussions, and cross-examinations and make appropriate recommendations.
- Make sure that confidentiality is strictly maintained.
- Submit the findings of GAC and its recommendations to the University Chancellor.
- Inform the concerned parties about the final decision taken by the University Chancellor.
- In case the Chairperson or any other member of the GAC is him/herself the grievant, appellant or defendant, he/she must quit the Committee. The University Chancellor will appoint a replacement for that member. The same will apply to a member who is on leave or absent during the hearing process.

Membership

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

Research Ethics Committee

A Research Ethics Committee (REC) will be formed under the Deanship of Graduate Studies and Research (DGSR) to ensure that research work involving human or animal objects follows specified guidelines. The guidelines and procedures developed by the REC will in accordance with all



applicable national and international standards. The DGSR appoints the Head of REC after the approval of the Vice Chancellor for Academic Affairs (VCAA). All research work conducted at USTF that requires ethical approval for research activities must obtain an approval letter from the REC before initiating research. This requirement is applicable to both funded and non-funded research projects.

a. Terms of Reference

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

b. Membership

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



Board of Trustees Policy

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

Definitions

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

Educational Programs: The educational programs offered by USTF and accredited from the CAA at the Ministry of Education (MoE).

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

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

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

Policy Statement

The majority of Board members have no fiduciary investments in USTF and the owners of the institution shall not involve in its day-to-day operations. The members of USTF's 2018 BOT are not directly involved in academic, financial and investment committees of the Board in order to insure the University's compliance with the MoE *Standards*.

The assessment of the effectiveness of the BOT aims to assess the implementation of its policies and how well the University Management is achieving the goals and objectives that have been set for the University.

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

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



- Solidity of the University Risk Management plans.
- Quality of USTF faculty.
- Non-interference of the owners on the daily management of the University.
- Availability of the financial resources needed to the implementation of the University objectives.
- The assessment must be made on a two-years period.
- USTF Planning and Institutional Research Office (PIRO) is requested to develop the methodology to be used for assessing the above listed items.



Executive Committee Policy

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

Definitions

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

AU-USTF Cooperation Agreement: According to its own Bylaws, USTF is managed by the Chancellor. The Chancellor obtains his management authorities from and reports to Board of Trustees (BOT). USTF is linked to Ajman University (AU) at Ajman according to the terms and conditions stated in the Cooperation Agreement between both universities. The agreement highlights the policies and procedures for management and quality assurance of the academic programs offered in USTF, through cooperation between colleges' Deans at AU and USTF, under the direct authority of the Vice Chancellors for Academic Affairs (VCAA) in both universities.

USTF Chancellor: Coordination in all aspects of management between both universities is performed through direct daily contacts between Chancellor of USTF and relevant colleges and departments at AU.

Coordination: Coordination in strategic and planning matters must take place through direct coordination between Chancellors of both universities. This fact is realized and is under formulation in the ongoing applications for AU re-licensure and USTF licensure at the Ministry of Education (MoE) in the UAE.

Educational Programs: The educational programs offered by USTF and accredited from the CAA at the Ministry of Education (MoE).

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

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

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

Policy Statement

- The USTF Executive committee promotes the University vision and mission and strengthen the link between the University and community, without interfering in the day-to-day management decisions of the University.
- The USTF Executive committee does not have the rights, roles and responsibilities of University Board of Trustees, and shall undertake the following:



- Assisting and guiding the progress of the University.
- Consolidating USTF relations with public and private institutions in Fujairah Emirate.
- Supporting collaboration with local, national and international institutions, in line with USTF Vision and Mission.
- Reviewing the University's strategic risk profile.
- Any additional issues deemed necessary for the University's interest.
- USTF EC shall meet once a month, during the months that the USTF Board of Trustees does not meet, or between regular meetings of the Board. Special meetings may be called by the EC Chairman.

Role and Responsibility of Higher Administration

University of Science and Technology of Fujairah (USTF) top administrative structure consists of the Chancellor and two Vice Chancellors; the Vice Chancellor for Academic Affairs (VCAA) and the Vice Chancellor for Administrative and Financial Affairs (VCAFA). The organizational chart provides an overview of the University's administrative and academic units.

The Chancellor:

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

- Providing leadership in achieving the mission, vision, goals and strategic plan of the University.
- Chairing all what follows him in the USTF organization chart.
- Ensuring coordination between the relevant academic, research and administrative units at USTF, and between USTF and AU.
- Appointing and assessing the Vice Chancellors.
- Submitting recommendations to the BOT regarding the appointment, renewal or termination of faculty members and administrative staff at USTF.
- Taking executive decisions relating to the daily work of the USTF in all administrative and financial aspects.
- Issuing rules and regulations regarding the terms of appointments and promotion, training, disciplinary sanctions, and transfer of employees between different departments, in the light of the provisions of the regulations in force at USTF.
- Approving and signing decisions of appointment, promotion and termination of contracts for faculty members and administrative staff.



- Taking the necessary decisions to ensure the good management of all services provided by the USTF in compliance with legal frameworks and assurance of institutional effectiveness requirements.
- Ensuring effective coordination between academic programs, research activities and administrative operations at the University.
- Enhancing the quality, variety and scope of academic programs offered by the University.
- Providing leadership in enhancing the standing and positioning of the University locally and regionally.
- Overseeing the development and effective implementation of academic and operational policies and procedures.
- Overseeing the development and effective implementation of the strategic plan of the University for the period 2018-2023.
- Developing strong ties and impactful agreements and partnerships with the public and private institutions.
- Signing degree certificates granted by the University and presiding at the convocation ceremonies and conferring degrees.
- Reviewing and signing financial contracts, contractual agreements and Memoranda of Understanding (MOUs).
- Approving and signing decisions of appointment, promotion and termination of contracts for faculty members and administrative staff.
- Approving investment budgets, operational expenses and capital expenditures and managing bank accounts of the University within the limits set by the Board of Trustees.
- Providing leadership for fundraising by establishing connections and access to public and/or private funders to secure funds in support of the mission, vision and goals of the University.
- Representing the University before courts or tribunals in the United Arab Emirates or internationally.
- Representing the University before local and federal authorities in the UAE.
- Issuing official letters that may be requested by the University employees and students.
- Appointing lawyers and legal advisors to represent the University before governmental and non-governmental organizations.
- Preparing and submitting periodical reports and recommendations regarding programs, activities and services of the University to the Board of Trustees.
- Managing bids and tenders and signing contracts of construction for the development of new University facilities.
- Reporting to the BOT on the financial situation of the University and preparing the general budget of USTF and its final statement at the end of the fiscal year.



- Any other authorities as may be delegated by the Board of Trustees.

The Vice Chancellor for Academic Affairs (VCAA):

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

The Vice Chancellor for Administrative and Financial Affairs (VCAFA):

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



2 | Quality Assurance Policies



Institutional Effectiveness Policy and Procedures

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

The main purpose of this policy is to assess and measure the effectiveness of each academic, administrative and educational service unit at USTF. The Director of the Office of Institutional Planning and Effectiveness reports the results directly to the Chancellor in order to measure the success of the University and to take remedial actions towards the units in need for improvements.

Definitions

OIPE: On vertical level, OIPE is aligning to university leadership, colleges, academic and non-academic departments and offices. Horizontal alignment is embodied into accreditation of academic programs, program review, continuous improvement of programs and performance management.

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

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

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

IEC: Institutional Effectiveness Committee (IEC) is reporting to the Chancellor, and mandated to ensure institutional effectiveness and continuous quality improvement in all (academic and non-academic) areas in accordance with local and international accreditation standards.

Policy Statement

An effective and efficient system of developing and implementing assessment plans and reporting the results for each of USTF academic and non-academic/educational support service units is critical to the success of the University.

Purpose of the Policy

The purpose of the Assessment Policy Statement is to enable the University to conduct assessment activities, within a consistent set of principles and guidance notes. The OIPE and the Institutional Effectiveness Committee (IEC) formulate policies related to assessment, recommend those policies to the higher administration, and implement those policies, which have been approved.

The primary purpose of assessment is the improvement of teaching and student learning. Many external constituencies including parents and future students as well as the Ministry of Education (MoE) want to know how well USTF will be doing at meeting its stated goals



and objectives. Assessment data is also needed internally to support the administration of the University.

Policy Content and Guidelines

a. General

The main role of outcomes assessment is establishing a cohesive relationship between outcomes assessment and improving educational programs. The challenge is not developing student learning outcomes assessment plans, but using assessment results to evaluate curricular coherence and make programmatic changes. The staff of the OIPE works closely with the Colleges and departmental administrators to help in the planning of their assessment procedures and to provide a more thorough understanding of the assessment results.

b. Scope

This policy applies to all colleges, administration departments and support service departments and pertains to all assessment activities within USTF.

c. The Institutional Effectiveness has the following responsibilities:

- defining and implement university institutional effectiveness (IE) assessment policies and procedures.
- overseeing and review the quality of the program and unit assessment results' reports and plans.
- providing an annual report to the higher administration documenting strengths and weaknesses of the University's overall effort in assessment and institutional effectiveness.
- providing feedback to colleges and departments regarding the development and improvement of the university assessment.

d. Each Institutional Effectiveness Committee member performs the following duties:

- providing assistance and guidance to the unit and department heads on the IE assessment policies and procedures.
- providing timely communication of all IEC mandates, instructions, and deadlines to assessment coordinators and others as appropriate.
- maintaining a current list of assessment coordinators in the colleges and divisions and updates this whenever changes are made.
- serving as chair of a college/department assessment committee
- maintaining a current list of college/department assessment committee members.
- establishing internal submission deadlines for initial and final submissions of assessment results' reports and plans.
- serving as the liaison for any unit or program in his/her college or division that requires assistance in the development of plans, analysis of collected data, and documentation of assessment results.

e. Institutional Effectiveness Committee Meetings

- The IEC meets each semester and determines a tentative meeting schedule for that academic year, with more frequent meetings typically being held during times of greater need (such as the period of review of programs, university).
- Additional meetings may be called by the chair when necessary.

f. Institutional Effectiveness Committee Chair Responsibilities



- A final update on the status for the programs or units that fail to complete all required IE assessment tasks will be sent to the appropriate deans or Vice Chancellor or Chancellor.
- The IEC chair will convene ad hoc groups as needed to discuss special issues in university assessment and to bring those issues to the IEC.
- The IEC chair will meet with the OIPE personnel as necessary to discuss administrative issues and concerns, to prepare for the institutional effectiveness assessment annual report to the Chancellor, and when otherwise deemed necessary.

g. Assessment Coordinators

- For each program or unit participating in the IE assessment process, at least one faculty or administrative staff is assured to be the assessment coordinator.
- The assessment coordinator for academic programs is usually appointed by the dean of the college.
- The assessment coordinator for the program or unit is responsible for gathering assessment results and new plans.
- For academic programs, the assessment coordinator is an experienced faculty member who is familiar with the program.
- For administrative areas, the assessment coordinator is experienced in the unit mission and functions. Often, this person coordinates the data collected by the faculty and administrative staff responsible for implementing the assessment measures.
- After faculty or administrative staff develops the program or unit outcomes and measures, they collect data and examine the data in terms of the original outcomes.
- Assessment coordinators lead the faculty or staff in a group review of the results of their annual assessment and in making changes to the new assessment plan.
- Program directors and unit directors review the results' reports and plans prior to submission.

h. The Primary Functions of the OIPE are to:

- Coordinate with USTF colleges' self-study and site visit.
- Track USTF performance against long range goals and objectives.
- Coordinate USTF survey activity.
- Develop, implement and coordinate USTF comprehensive plan for institutional educational outcomes assessment.
- Work with academic departments to develop and implement student learning assessment plans
- Create and maintain a longitudinal and comparative database of institutional information
- Coordinate reporting to (IEC), and serve as a liaison for the Commission of academic accreditation (CAA).
- Coordinate with the center for Higher Education Data and Statistics CHEDES and serve as a liaison for CHEDES.
- Track student persistence, completions and attrition
- Coordinate the administration of the assessment surveys
- Provide recurring research support for University administration
- Monitor the effects of assessment to ensure that assessment results are used in subsequent planning activities.



- Perform other duties as requested by the administration and colleges including committee service and special project participation.

i. The Program Assessment Focuses on:

- Predicting academic success and providing adequate support services for students;
- Assessing attainment of outcomes of the academic program;
- Assessing learning outcomes of each academic program and other outcomes of each administrative unit with an Assessment Planning and Reporting Process; Overall student satisfaction in a variety of academic and support areas; and,
- Results are consistently used for program improvement.

j. Assessment Plans

- Each undergraduate program, graduate program and administrative unit that has been identified for assessment is required to submit an annual assessment plan.
- Undergraduate programs incorporate outcomes and their assessment into their assessment plans.
- The program or unit submits its plan in accordance with the guidelines, due dates and procedures established by the IEC and OIPE.

k. Institutional Effectiveness Assessment Cycle

- An Assessment record shall be developed and implemented by each department, division or unit.
- An annual assessment plan and annual report shall be submitted to the OIPE.
- The following is the schedule of deadline dates.

Department or Unit	Assessment plan	Assessment report
Academic	October	March
Administrative/ Support	October	March

l. Assessment Results

- Each undergraduate program, graduate program and administrative unit that has been identified to conduct assessment is required to submit documentation of assessment results, plans for changes and implemented changes on an annual basis.
- Undergraduate programs incorporate outcomes assessment into their assessment results reporting.

m. Dissemination of the Assessment Results

- Following the preparation of the IEC report, the OIPE takes the responsibility to submit a copy of the result to the head of IEC to be considered for higher administration agendas including allocating the resources for implementation.
- Arrange for copy of the report to be submitted to the CAA
- Arrange joint meeting with all academic and non-academic entities within USTF to discuss the assessment results and to initiate action plans to deal with implementation of these results
- Follow-up the implementation of the results with concerned entities.

n. Use of Assessment Results

- The assessment results will be used to improve decision-making processes. For example, a program could use its assessment data to support requests for budget increases, curricular changes and changes in procedures.

The Assessment Data will be Used to:



- Improve Processes: Make recommendations for ways to improve processes within the program. Colleges considered new teaching strategies and revised curriculum.
- Make Informed Decisions: Colleges use the findings to support planning and budgetary decisions or to supplement existing program review processes.
- Share the results: OIPE communicates the findings with Colleges, administrations and support service units.
- Plan for Next Year: The results should be used to create goals, objectives and formulate strategic plans for the coming years.
- Improve Future Assessment: The results should be used to improve the assessment process (reflect upon the tools, target group, timing and outcomes). Examples of how assessment data was used to develop, maintain or revise components of a program.
- Adding a requirement or required course in some programs.
- Revising teaching strategies to improve achievement of educational objectives.
- Revising course content to assure appropriate attention to target areas that need increased attention.

o. Resource Allocation

Allocation of sufficient fund for implementation of assessment results requires close coordination of:

- Financial department
- Deans
- Heads of departments and units

p. Follow-Up

The follow-up is the joint responsibility of:

- OIPE
- Internal Audit
- Deans
- Heads of non-academic departments and units

q. Training

The OIPE often provides training and support for faculty and staff involved in all aspects of IE assessment. Examples are:

- best practices in assessment
- development and implementation of student learning outcomes for academic and student support units
- development and measurement of objectives/outcomes for academic and non-academic units
- development of appropriate assessment tools
- assessment coordinator training and use of Web applications

r. Procedural Guidelines for Assessment

The implementation of institutional effectiveness at USTF will consist of three steps.

- Establish a university and Colleges/Departmental assessment committee structure to develop assessment plans and supervise the process of collecting and analyzing outcomes data.
- Colleges/Departmental assessment committees must establish assessment plans for each program in the University. These plans should contain five parts:
 - Assessment philosophy and program goals
 - Student outcomes and competencies



- Frequency of assessments
- Assessment methods
- Methods of evaluating and interpreting results
- Results of the initial assessment process will be used to further refine the process and begin making appropriate program adjustments.

s. Devising Goals, Outcomes and Competencies

- Student outcomes must be related to the hierarchy of goals. University goals are the most general and may be derived from the current University Strategic Plan and the various colleges' plans. These goals will generally reflect the college/departmental philosophy.
- Program and course goals should also be consistent with strategic plan goals, although specific program goals will be established by the departments. Program goals include both content and skill-related elements. From these goals departments will develop program-based outcomes, or sub-goals and related skills and competencies are specific constituents of the broader outcomes to be achieved.

t. Methods of Assessment for Outcomes and Competencies

- These methods may range from the formal to the informal, but must be precise and identifiable. All students may be assessed on a sample of outcomes and/or a sample of students may be assessed on all outcomes.

Suggested methods of assessment include:

- Testing (standardized or locally developed)
- Capstone course
- Course evaluation
- Advisor's evaluation
- Lecturer's course evaluation
- Exit survey
- Employer survey
- Professional licensing examination
- Other

u. Following the Preparation of the IEC Report, the OIPE Takes the Responsibility to:

- Submit a copy of the result to the head of IEC to be considered for higher administration agendas including allocating the resources for implementation.
- Arrange for copy of the report to be submitted to the CAA.
- Arrange joint meeting with all academic and non-academic entities within USTF to discuss the assessment results and to initiate action plans to deal with implementation of these results.
- Follow-up the implementation of the results with concerned entities.



Planning Policy

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

USTF plans to build its unique vision on education, research and community engagement. As the strategic planning is a dynamic process, USTF reviews and revises this policy document to ensure that it continues to reflect appropriately the future course of the University.

Definitions

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

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.

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.

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

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

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

Policy Statement

USTF seeks quality education built on its unique vision which relates education to research and community service. As strategic planning is a dynamic process, the University continually reviews and revises this policy document to ensure that it continues to reflect appropriately the future course for USTF.

Purpose of Policy

USTF's higher administration wisely guides internal mechanisms and resource allocation at USTF to prove to external public that the University is a focused and valuable asset to the UAE and the Region. Therefore, the University:

- Seeks to make its students motivated by professional advancement and civic awareness;
- Establishes a foundation for lifelong learning, personal development and social responsibility;



- Combines theory and practice to create meaningful, real-world solutions to future challenges; and is an integral partner in the culture, commerce and future of the United Arab Emirates and the Gulf Region; and
- Offers an enriched educational experience to all students that takes full advantage of the special strengths of the university and prepares them to be productive members of society;

Policy Content and Guidelines

The strategic planning goals stated in USTF strategic plan 2018-2023 include:

Goal 1: Promoting excellence of education in an inspiring environment of teaching and learning.

Objectives:

- Enhance the effectiveness and relevance of existing academic programs to meet national and international standards.
- Promote up-to-date teaching methodologies across all disciplines in line with international best practice.
- Develop new undergraduate and graduate programs that meet local, regional and global market needs.
- Recruit, develop, empower and retain excellent faculty.
- Undertake regular assessment of teaching and learning activities according to pre-specified standard benchmarking.
- Design and implement career-oriented internship programs to develop students' professional and practical skills.

Goal 2: Performing high-quality, applicable and impactful research and intellectual contribution.

Objectives:

- Align research activities with the UAE strategic objectives and address global problems and regional needs.
- Encourage and support high quality research through internal and external research grants.
- Increase the number of publications in peer-reviewed, prominent journals.
- Recognize and reward faculty and students for their research and intellectual contributions.
- Promote creativity in research, projects and participation in institutional, local, regional and global competitions.



Goal 3: Recruiting qualified diverse students, enriching their experiences and serving their various needs in a student-centered environment.

Objectives:

- Attract a blend of local, regional and international students.
- Provide a university experience centered on student development and success.
- Enhance the diversity of co-curricular activities and participation of students in a full and rich student life program.
- Enhance students' exposure to the international experience.
- Maintain and further develop leading role of students in voluntary community service activities.

Goal 4: Building reciprocal relationships and long-lasting ties with external communities.

Objectives:

- Develop and implement strategies for increased collaboration with industry in academic as well as co-curricular activities.
- Join forces with the public and private sectors in Fujairah to strengthen the positioning of USTF as a destination for learning.
- Seek external funds and resources required to satisfy the needs and expectations of the external communities.
- Play an active role in various leading local and regional initiatives.

Goal 5: Achieving operational excellence in University services.

Objectives:

- Provide infrastructure and technologies that effectively contribute to the mission of USTF.
- Promote sustainable solutions and effective management of USTF resources in all areas.
- Enhance the quality of University services.



3 | The Educational Programs Policies



Undergraduate Completion Requirements Policy

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

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

Addition of the program on the Registration system

- a. Once the program is awarded initial accreditation from the CAA, the Dean of the college sends to the Dean of Admission and Registration the following:
 - The final list of all courses in each category: Compulsory and elective courses of General Education courses, College courses, Major courses, and Minor courses when applicable.
 - The detail of each new course: course number, credit hours, contact hours of Lectures, Lab sessions, and Tutorial sessions per week, pre-requisite course(s), level of study.
- b. Once the Office of Admission and Registration enters the program on the system, a printout of the entered study plan on the system is submitted to the Dean of Admission and Registration.
- c. The Dean of Admission and Registration ensures that the entered study plan complies with the CAA standards:
 - It contains 30 credit hours of General Education,
 - The number of credit hours of Major courses adds up to at least 30 credit hours,
 - Minor courses add up to at least 15 credit hours if applicable,
 - The total number of credit hours of the program is as approved by the CAA: not less than 120 credit hours for Bachelor Programs.
- d. The Dean of Admission and Registration sends a hard copy of the study plan to the Dean of the college for approval.
- e. Once the approval of the Dean is obtained, the Dean of Admission and Registration sends the list of the details of new courses along with their fees to the Finance Department to enter on the system.
- f. The Dean of Admission and Registration activates the new program on the Registration system so that admission to the program can be opened, and its courses could be planned on the Timetable module of the Registration System.

Courses to be taken outside USTF

- a. Students can benefit from USTF MoUs with other institutions. USTF allows its non-transferred students to take some courses of their study plan in accredited institutions in the UAE or abroad during their studies.
- b. Most of the courses, that could be studied outside USTF, must be credit hours courses of the first 3 years in the respective study plan.
- c. The transferred courses should not, in any case, include more than 49% of the credit hours of the program.
- d. Under no circumstances, the Dean of the college and the Dean of Admission and Registration will grant approval to study more than 12 credit hours of the last thirty credit hours of the



program outside USTF.

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

Follow up of graduating students

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

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

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

Change of student status from Regular to Graduating student

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



the College.

- The most recent personal data (filled in by the graduating student in the graduation form) are consistent with the existing ones on the system.
 - The student submitted his/her clearance sheet.
- b. The Dean of Admission and Registration sends the list of declared graduates to the Deans of the Colleges including the following information: ID, Name, earned credit hours, CGPA, and program.
 - c. The Dean of Admission and Registration is responsible for publishing the list of graduates online to be used by the Department of Programs and Certification of the MoE before the distribution of graduation certificates.

Important

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

Graduation Certificates

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

Scaling System for Graduation

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

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

Time Allowed for Completion of a Degree Program

- a. The maximum time for a student in which he/she may complete a degree program is double the regular number of required semesters. In other words, a four-year bachelor degree must be completed in a maximum of 16 regular semesters of enrolment in the program (not including summer semesters). Suspended semesters are not counted in the time allowed for students to complete their degree.
- b. The minimum time allowed to complete a degree for non-transfer students is a minimum of six regular semesters for four-year programs and eight regular semesters for five-year programs.
- c. The maximum and minimum number of semesters of enrollment for transfer students are determined after the deduction of the number of earned/transferred semesters (15 credits correspond to one semester) from the above limits.
- d. Suspended semesters are not counted in the time allowed for students to complete their degree.



Graduate Completion Requirements Policy

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

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

Addition of the program on the Registration system

- a. Once a Graduate program is awarded initial accreditation from the CAA, the Dean of the College sends to the Dean of Admission and Registration the following:
 - o The approved list of all courses of Compulsory and Elective courses.
 - o The detail of each new course: course number, credit hours, contact hours of Lecture, Lab sessions, and Tutorial sessions per week, and the pre-requisite course(s).
 - o The minimum and maximum time allowed for completing the Thesis/Dissertation, where applicable.
- b. The Registration officer submits to the Dean of Admission and Registration a printout of the entered study plan on the system which shows the list of courses along with their details in each category, and the number of required credit hours in each category.
- c. The minimum number of credit hours/credit units required for the completion of a qualification must be no less than the following:
 - o Professional Diploma in teaching or its equivalent - 24 credit hours or equivalent;
 - o Baccalaureate Degree or its equivalent - 120 credit hours or equivalent;
 - o Master's Degree or its equivalent - 30 credit hours including thesis requirements (if any), or equivalent. If the program has a thesis component, then the number of credit hours of taught courses should not be less than 21 credit hours;
 - o Doctoral Degree or its equivalent - 54 credit hours including dissertation requirements, or equivalent, with at least 24 of those hours being "taught" classes rather than dissertation credits.
- d. The Dean of Admission and Registration sends a copy of the study plan to the Dean of the College for approval.
- e. Once the approval of the Dean is obtained, the Dean of Admission and Registration sends the list of new courses along with their fees to the Finance Department to be put on the system.
- f. Finally, the Dean of Admission and Registration activates the new program on the Registration system so that admission to the program can be opened and its courses could be planned on the Timetable module of the Registration System.

Courses to be taken outside USTF

- a. Independent of the number of credit hours that could be transferred to transferring Graduate students who are in good academic standing (CGPA is 3.0 out of 4.0 or more), the maximum number of credit hours that will be transferred should not exceed 25% of the total number of credit hours of the courses that constitute the program.



- b. The transferred courses should not, in any case, include more than 25% of the credit hours of the final year of the program.
- c. To encourage its students to benefit from its MoUs with other institutions, USTF encourages its non-transferred students to take some courses, up to 6 credit hours, of their study plan in accredited institutions in the UAE or abroad during their studies. However, at least 3 credit hours must be a course of the 1st year of the program.
- d. Under no circumstances, the Dean of the College and the Dean of Admission and Registration will grant approval to study more than 6 credit hours of the final year credit hours outside USTF.
- e. The academic advisor and the Registration officer in charge are responsible in following up the academic progress of the student, to avoid delays in the student's graduation.

Follow up of graduating students

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

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

- a. Once the results are announced, the Dean of Admission and Registration sends to the Dean of each College:
 - o The list of graduating graduate students along with their final Transcript whose CGPA is 3.0 or more
 - o The list of graduating graduate students who completed all courses but their CGPA is less than 3.0. These students will be asked by the academic advisor to re- take courses from their study plan to raise their CGPA to 3.0 or more
 - o The list of graduating graduate students who failed one or more courses during their last semester. These students may ask for a re-sit exam if they have failed in one course otherwise, they will re-take the courses during the next semester.
- b. After coordination with the Registrar, the Dean of the college sends the list of the graduates to the Council for Academic Affairs of the University for approval.



Change of student status from Regular to Graduate student

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

Important

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

Graduation Certificates

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

Scaling System for Graduation

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

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



Independent Study Policy

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

Independent Study is an opportunity for students to earn academic credit for learning outside the formal class structure, under the individual direction of a faculty member. Independent Study is a flexible mode of learning that offers the student an alternative to the classroom. Though it is perhaps best suited to students who, for whatever reason, are unable to do resident work, it is by no means restricted to this group. Full-time students may find Independent Study a viable option in that it provides benefits such as resolving scheduling conflicts, opportunity to raise their grade point average (GPA), and allowing students who do not wish to attend summer courses the opportunity to continue their program of study while off campus.

Independent Study

- USTF allows a maximum of nine credit hours of Independent Study towards the Bachelor degree.
- A maximum of three credit hours may be taken in any one semester.
- A prior written approval referred to as Study Agreement is required prior to any initiation of course work.
- For an undergraduate student to be eligible for a course to be taken as Independent Study, the students must have passed any prerequisites and have completed a significant portion of his/her undergraduate studies with CGPA standing of a very good or relevant documented experience in the subject matter.
- The student is required to complete and sign an Independent Study Agreement.
- The Independent Study Agreement must be approved and signed by the USTF head of respective department.
- Only faculty members may sponsor courses to be taken as Independent Study.
- A minimum of 35 hours of work of independent study is required per semester for each one credit hour.
- Registration for Independent Study courses must be done in the same period as all other courses.
- Independent Study credit will be granted upon satisfactory completion of the project requirements as defined in the Independent Study Agreement.
- Independent study policy is not applicable to students enrolled in a graduate degree program at USTF.
- Independent study course should end with a final exam.
- Graduate level independent study may not be used as an avenue for allowing graduates to take courses that are part of the core or major courses in their program.
- For graduate students, the department may require a student to take undergraduate major courses as a means of making up deficiencies. The student should be informed that the credit hours of these courses will not be part of the completion requirements but will be used in the computation of their CGPA.



Academic Progress Policy

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

This procedure describes the different issues involved in the follow up of the academic progress of the students at the University.

Course Selection

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

Course Registration

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



schedules of the courses they register in.

- c. The following table shows the study load for the summer semester.

Semester	Number of Weeks	Maximum Number of credit hours
Summer Semester	6	6
	8	9

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

Student’s Academic Standing	CGPA	Minimum Credit Hours	Maximum Number of credit hours
Excellent Academic Standing	3.6 - 4	9	21
First Academic warning	< 2	9	15
Second Academic warning	< 2	9	12

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

Add/ Drop courses

- a. Students may add courses during early registration, registration, and add/drop period of the semester.
- b. Students may drop courses during early registration, registration, add/drop period of the semester.
- c. To perform add/drop, students should not be on academic hold.
- d. Credit hours of registered courses should be within the student’s Study Load. Graduating students whose remaining courses have less than the minimum required number of credit hours on their study load band are exempted from this restriction.
- e. The Registration Officer may add/drop courses on the student’s behalf, subject to the approvals of the academic advisor and the Registrar, to waive any academic restriction mentioned in 4.3 “d”.

Changing Course Section

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

Withdrawal from Registered Courses

- a. Withdrawal from a registered course is allowed during the Withdrawal period for the



semester specified in the academic calendar.

- b. A student may request a withdrawal from a course, and receives a grade of “W” in the withdrawn course.
- c. Students on academic hold are not entitled to withdraw from courses without approval of the academic advisor and they are required to seek the approval of the Dean of Admission and Registration to process their request.
- d. Credit hours of remaining registered courses should be within the student’s Study Load.
- e. The Registration Officer may withdraw courses on the student’s behalf, subject to the Dean of Admission and Registration’s approval, to waive any academic restriction mentioned in c above.

Incomplete Requests

- a. To be eligible for an incomplete request, students must have an acceptable evidence for failure to attend a final examination of a given course in which they have a minimum total score of at least 40% in their coursework (70).
- b. Acceptable evidence for failure to attend a final examination consists of the following:
 - Illness certified in a medical report approved by the University doctor
 - Death certificate of a first or second degree relative
 - Arrest or summons before a court or other legal body
 - 2 final exams are scheduled at the same time and the same day
 - Having more than 2 final exams on the same day
- c. The request must be made to the Office of Admission and Registration within 72 hours after the date of the exam.
- d. Incomplete requests should be sent by the Registration Officer to the Course Instructor before the end of the incomplete deadline as published in the academic calendar.
- e. The instructor should obtain the approval of the Department Head and the Dean of the College before the end of the deadline as shown in the Academic Calendar.
- f. The request is accepted when the approvals are granted.
- g. A student who was granted an “incomplete” grade for a course, he/she will need to take the final exam before the end of the first week of the following semester in which he/she is registered.
- h. The Grade obtained in a course for which Incomplete Grade was accepted, is not subject to Grade Complaint.
- i. Students who fail to take the final exam will receive a grade “F” in the course.
- j. The student will not be given two exams at the same time and no more than two exams per day will be permitted.

Re-sit Exam

- a. A re-sit exam allows students to re-take the final exam of a course in which the grade “F” is obtained in their last semester before graduation.
- b. Only students who meet the following conditions are eligible for a re-sit:
 - The student is not on academic hold, and meets the financial preconditions of the request.
 - The student has passed all his/her courses except for one.
 - The student submits the request for re-sit exam before the beginning of the following semester.
- a. The application for re-sit exam needs to be approved by the Dean of the College offering the



- course, and the Registrar.
- b. The Head of Department will schedule a date and time for the exam, which should be before the end of the 2nd week of the following semester.
 - c. The College Dean will have to certify the grade, and send it to the Office of Admission and Registration.
 - d. The Registration Officer will update the grade by following the grade change procedure, and re- compute the new CGPA.
 - e. If the Instructor has left the University, another Instructor will set the exam paper equivalent to that which was administered by the instructor.
 - f. The student should have earned at least 40% of coursework.

Procedure for changing the study load

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

Suspension/Withdrawal of Registration

- a. A student has the right to suspend his studies for 4 semesters during the whole period of his/her studies. However, the suspension for more than two consecutive semesters is not allowed.
- b. The Dean of Admission and Registration and the Dean of the College may decline the request if the student did not progress in his/her studies normally i.e.: The student is likely to exceed the maximum period, which is allowed to complete the program.
- c. Students should request suspension of the semester no later than the end of the semester withdrawal period.
- d. The request should be submitted to the registration department, along with the justification for the suspension.
- e. The registration officer should obtain the approval of the Dean of Admission and Registration in order to process the request.
- f. If a student requests the suspension of registration after the Add/Drop period, then all registered courses will be dropped. A grade of "W" will show on the student's transcript for all registered courses.
- g. Refunds are assessed in accordance with the refund policy of the University (see Accounts Receivable Procedure)

Forced temporary suspension by the Academic Council:

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

Transfer to a new program



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

Academic Hold

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

Honors List

- a. Each College's honors list is made of academically distinguished students who obtained the first three highest CGPA in the College among those that have completed at least 60 credit hours at USTF.
- b. The nominated students should have demonstrated good conduct, and they have not been delayed in their studies.
- c. The list is issued for each regular semester by the Office of Admission and Registration.

Attendance Regulations

- a. Instructors are required to take attendance at the start of each class, marking students as present, absent.
- b. Completed attendance logs on the System cannot be modified without approval of the Dean of the College and the Dean of Admission and Registration.
- c. Students that register in a course during the Add/Drop Period will be marked as "excused" for the classes they missed.
- d. A student wishing to be excused from attending a session should gain the approval of the Instructor before the beginning of the class, or present a valid excuse after the class in the case of emergencies.
- e. Students may be excused for the following reasons:
 - Proven medical emergency
 - The death of a relative



- Held by a third party beyond their control (police, court, etc.)
- f. If a student is absent for 10 percent of class hours, the Instructor will issue a 10 percent absence warning.
- g. If a student is absent for 20 percent of class hours, the Instructor will issue a 20 percent absence warning.
- h. If a student is absent for 25 percent of class hours, the Instructor will issue a 25 percent absence warning, and the student will receive an F grade.
- i. A 25 percent absence warning requires the approval of the Dean of the College offering the course.
- j. Automatic notification of warnings will be sent to students by email and SMS.

Appendices

I: English Proficiency Levels

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

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

II. Grading System

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

Marks	Grade	Point	Merit
	Letter	Point	
From 90 to 100	A	4.0	Excellent
From 85 to 89	B+	3.5	Very Good (High)
From 80 to 84	B	3.0	Very Good
From 75 to 79	C+	2.5	Good (High)
From 70 to 74	C	2.0	Good
From 65 to 69	D+	1.5	Pass (High)
From 60 to 64	D	1.0	Pass
Less than 60	F	0	Fail

III. Semester Grade Point Average (GPA)

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

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



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

IV. Cumulative Grade Point Average (CGPA)

- The Cumulative Grade Point Average (CGPA) indicates the student's average performance over all semesters up to the last completed semester. To calculate the CGPA, the following formulae shall be used:

$CGPA = (\text{Total of the grade points of each course} \times \text{credit hours}) / \text{total credit hours taken}$.

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

V. Grade Modification

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

VI. Graduation Requirements

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



Grading and Assessment Policy

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

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

Course Grading Scale Setup

- The Instructor of each class of students is required to enter the grading components of his/her course on the Student Information System (SIS) during the first week of the semester.
- The Instructor should follow the course assessment methods, which are described in the approved description of the course.
- The overall score is normally distributed as follows:
 - 50 % for semester tests and activities,
 - 20% for the Mid-Semester Examination
 - 30% for the Final Examination
- The grading scale should be made available to students during the first week of classes.

Grading Process

- On completion of each grading component (a quiz, an assignment, tests, lab and Mid-Semester exam), the Instructor will log the grade on the SIS for every student, no later than one week after the grading of that component.
- The Instructor can modify/review the grade of any component at any time before submitting the grade to the Office of Admission and Registration.
- Once the grades are submitted to the Office of Admission and Registration, any changes to the grades will have to be processed using the Grade Modification procedure shown below.

Grade Submission

- The Instructor is required to submit the grades to the Office of Admission and Registration after having ensured that the grades for all students have been entered. No cell is left blank on the grade sheet.
- The Instructor should lock the grades in the SIS against further changes, then print them and sign a hard copy of the Grade sheet.
- The hard copy will have to be reviewed by the Head of the Department and the Dean of the College.
- If both the Head of Department and the Dean of the College approve and sign the grade sheet of the class, the original of the hard copy of the grades will be sent to the Office of Admission and Registration.
- One copy of the grade sheet must be kept in the Dean's office of the college that offers the course.
- If the Registration Department finds any discrepancies between the grades entered by the Instructor on the SIS and the hard copy of the Grade sheet, then the sheet is sent back to the Instructor for correction.
- If the Office of Admission and Registration finds no discrepancies, then the electronic copy is certified/locked, and the hard copy of the grade sheet is filed.
- When the electronic copy is certified/locked, the Instructor will no longer be able to unlock the grades book and make further changes. The appropriate Grade Modification procedure will have to be followed to make further changes.

Procedure for Grade Modification



- Students can submit a request for Grade Complaint in a course at the Office of Admission and Registration during the Period shown in the academic calendar (the next two weeks the announcement of the results on the University website).
- The Office of Admission and Registration sends the request to the Dean's office of the College, which offers the course who will, in turn, forward it to the Instructor of the course.
- The Instructor will review the Final Examination and decides if the grade will remain unchanged, or review the grade upwards or downwards by giving the justification of the modification.
- Once the Dean approves the decision of the Instructor, he/she will forward the decision to the Office of Admission and Registration who will inform the student of the decision.
- The student cannot introduce another Grade complaint for the same course if the grade was kept unchanged.
- If the Grade is kept unchanged, the student may introduce a written complaint to the Dean who could designate a committee of faculty members to review the answer paper of the student.
- If the Instructor is no longer at USTF, the Head of Department will investigate the complaint made by the student by reviewing the grades left by the Instructor, and the answer sheet of the Final exam of the student.

Copies of Final exam papers

- Each Instructor should hand back the answer sheets of the students to the Head of Department office, which keeps them for 2 regular semesters.
- The Instructor should attach, to his/her end of semester report, a copy of all tests, Mid-semester exam, and Final Exam along with the answers to each question and the mark of each question.
- The Instructor will also attach, to his/her end of semester report, a copy of the answer sheets of the Mid-semester exam and the Final Exam of three students who have obtained the best, middle, and worst grades (A, C, and F) respectively.

Standards for writing and administrating exams

- Test 1 and Test 2 are exams that assess a small number of learning objectives. They are usually graded on at most 15 marks each.
- Quizzes are usually graded on at most 5 marks. They can be administrated without prior information of the students.
- Instructors are encouraged to give assignments on a regular basis using Moodle.
- If the course has a Lab session, the Instructor must ensure that each student submit a report on each experiment no later than one week after the completion of the experiment.
- Laboratory reports must be handed back to the students as soon as possible so that the students benefit from the observations, made by the instructor, in their future reports.
- The Instructor must ensure that the report is the result of personal findings of the student.
- If the Instructor notices that the report was plagiarized, a Zero Mark is given to the student.
- To discourage students from using reports written by former students, the Instructor is expected to revise Lab assignments regularly.
- If the student does not submit his/her, report on time, the Instructor may penalize the student for late submission. The penalty can go up to giving a Zero Mark in the Report.
- The final exam paper should contain questions, which are designed in a manner that they truly measure the degree of achievement of the expected learning outcomes of the course.
- If the course is taught by more than one Instructor, the Final Exam questions must be common to all students, or achieve the same outcomes in case of more than one version.
- Instructor(s) is/are also responsible for keeping the exam papers in a very safe place.
- The Instructor (s) should make sure that the exam paper is not kept on the hard disk of his/her Laptop to avoid its leakage by hacking techniques.
- The Instructor must attach a statistical analysis, based on students' grade, in the end of semester report to measure the degree of achievements of the objectives and the goals of the course.



Availability of a spare copy of the Final Exam Paper

- Each Instructor is expected to submit, to the Head of Department, a copy of a Final exam paper in a sealed envelope. This paper could be copied in case the instructor may be absent during his Exam session.

Submission of the Final Grades

- The Instructor is expected to submit the Grade sheet to the Office of Admission and Registration within 72 hours from the date of the Final Exam.

Schedule of the Final Exam

- The Length of the Final Exam is Two (2) hours for all non-practical courses
- The Final exam must be administrated on the day, the time, and place as announced on the Final Examination Schedule.
- Instructors must use the University grading system, which is shown in the following table.

The university adopts the following grading system:

Marks	Grade	Merit	
	Letter	Point	
From 90 to 100	A	4.0	Excellent
From 85 to 89	B+	3.5	Very Good (High)
From 80 to 84	B	3.0	Very Good
From 75 to 79	C+	2.5	Good (High)
From 70 to 74	C	2.0	Good
From 65 to 69	D+	1.5	Pass (High)
From 60 to 64	D	1.0	Pass
Less than 60	F	0	Fail



Examination Policy

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

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

Policy Statement

This policy regulates the examination affairs and guarantees the most appropriate administration of the exams according to specific academic and pedagogic standards.

Policy Content and Guidelines

a. Regulation of Designing Exam questions

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

b. The Admissions and Registration Office Responsibilities:

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

c. Central Examination Committee

- The Central Examination Committee shall be constituted by virtue of a Decision issued by the University Chancellor.
- The CEC is chaired by one of the Deans and consists of two sub committees, Female Examination Committee and Male Examination Committee.
- The CEC shall undertake the following:
 - Holding daily meetings to follow up the process of exams and taking the necessary arrangements to guarantee good circumstances.
 - Submitting daily reports on the course of exams to the Higher Administration of the University.
 - Preparing a final report on the progress of exams immediately after finishing.
 - Studying exam infractions and referring them to the Vice Chancellor for Academic Affairs (VCAA).



- Preparing the final exams schedules for all the Colleges.
- Ensuring the appropriateness of the rooms in which the exams will take place.
- Indicating the number and date of examination periods.
- Distributing the students of USTF on the examination rooms.
- Distributing the invigilators and assistants on the examination rooms, then designating and notifying the professors who shall be responsible for the examination rooms.
- Ensuring that all necessary measures have been taken in preparation for the final exams.
- Announcing the examination rooms regularly and daily before the commencement of the exam.
- Receiving exam questions from the course coordinator 30 minutes before the exam, and submitting them to the invigilators to be distributed to students.
- Receiving answer books from the invigilators and submitting them to the course instructor.
- Creating the necessary arrangements for the special needs students and delegating one of the employees in the colleges to help them have the exams in good conditions.
- Receiving the attendance sheets from the invigilators and submitting them daily to the Admissions and Registration Office.

a. Exams

- Only students who fulfill the following conditions will be allowed to sit for University examinations:
 - Students who arrive at the examination room in good time. If they are more than 30 minutes late they will not be admitted. Going out the examination room shall be allowed only 40 minutes after the time start.
 - If students are not suspended from classes.
 - Students should introduce the University Card and the No Liabilities Certificate.
- The student has the right to postpone a final exam if he/she has more than two exams on the same day.
- If the student in his/her last semester before graduation, succeeded in all courses except one, then he/she may have resit exam after paying 50% of the cost of the course.
- The examination regulations and procedures shall apply to the student during the period of exams, in examination rooms.
- The possession of mobile phones or other electronic means of communication is strictly prohibited and will be confiscated by invigilators, if any.
- The answer sheets shall be preserved in the relevant College during the necessary period as prescribed by effective regulations.

b. Absence from a Final Exam

- In case the student is absent from an examination with a valid excuse, he/she will be allowed to take the exam within no more than two weeks from the start of the following semester. The student is deemed informed of the date of the incomplete exam.
- Any excuse shall be introduced in no more than 3 days from the exam provided that this excuse is ratified by the authorized parties in the University.
- The acceptable excuse shall be one of the following:



- Medical report that is approved by the University authorities.
- Death certificate of one of the first and second degree relatives.
- Suspension or appearance in a Court.
- A perfectly valid excuse.
- The Student shall pay the fees of the incomplete exam.
- The student who is absent from an examination without a valid excuse or absent from incomplete exam for any reason, will fail the exam.

c. Exam Control

- The invigilators shall be in charge of all examination affairs and shall follow the instructions of the Central Examination Committee.
- The invigilators and their assistants shall undertake the following:
 - Receiving the exam questions and the answer books from the Exam Committee (Male or Female) 15 minutes before the exam starts.
 - Verifying the student cards, their conformity with the examination books and the validity of their No-Liabilities-Certificates.
 - Distributing the examination questions to the students participating in the exams.
 - Ensuring the signing of students present in the examination room and submitting the attendance sheet to the Examination Committee.
 - Exerting all efforts to control the examination room, including changing the student seats, excluding any student whose presence disturbs the peace and calm of the examination room.
 - Submitting a report on the examination infractions to the Examination Committee immediately after finishing the exam.
 - Informing the students of all matters relevant to the examination affairs.
 - Receiving the answer sheets from the students present in the examination room.
 - Submitting the answer sheets to the Examination Committee.
 - The examinee who - in state of emergency - goes out the examination room shall remain under watch.
 - The invigilators shall not be allowed to use mobile phones in the examination rooms.
 - The invigilators shall not be allowed to practice what may preoccupy them from fulfilling their duties like: reading, correcting exam sheets, talking with colleagues, talking on mobiles, etc.
 - Reading the exam questions by one of the invigilators shall be strictly prohibited.
 - The invigilator shall be allowed to call the course instructor, only in dire necessity, under the supervision of the Exam Committee to explain ambiguous questions, if any.

d. Cheating

- Any student who is caught in possession of written information relevant to the course, messages by mobile phone, or transmitting written or verbal information to his/her classmates shall be considered a cheater. This includes also the following:
 - Using a book, magazine, research, computer or Internet file.
 - Using scraps, slips or copies.
 - Using signs to convey information.
 - Sending or receiving information through mobile phones.



- Writing on wall, ground, chair, clothes or body.
- Using any other means of information not allowed by the University regulations.

e. Trying to cheat. Any student who is caught trying to possess written information, messages sent by mobile phones, transmitting written or verbal information related to the course to his/her classmates shall be considered trying to cheat. This also includes the following:

- Looking at the answer sheet of another student.
- Talking with classmates in the examination room.
- Possessing a mobile phone.
- Possessing papers or any other means that comprises information relevant to the course, but not shown up.

f. Procedures Regulating Irregular Behaviors

- All cases of cheating or trying to cheat, disturbing the peace and calm of the examination room, disrespecting one of the invigilators, impersonating an examinee or engaging someone else to take the exam by-proxy shall be reported to the Examination Committee by all the invigilators.
- The invigilator shall notify the student who is caught cheating or trying to cheat to see the chair of the Examination Committee by means of a form designed by the Central Examination Committee and by which he/she will be informed of the place and time of his/her appearance at Disciplinary Committee.
- The Examination Committee shall refer the report to the Disciplinary Committee in the same day to commence the investigation the following day.
- The Disciplinary Committee shall conduct the investigation with the cheater (or trying to cheat) and report all available witnesses within no more than 48 hours, then a report shall be submitted. In case the student does not attend in the assigned time, he/she will be subject to an investigation that will be conducted in absentia.
 - The Disciplinary Committee shall be entitled to take the decision to keep the report in case the infraction is not supported by any evidence; the decision is deemed definite and the student may be allowed to reset the examinations.
 - The Chair of the Disciplinary Committee shall refer the report to the University Disciplinary Committee to take the appropriate decision with regard to the infraction the examinee is accused of.
- Once asked by the invigilator, the examinee who is caught cheating or trying to cheat shall quit the examination room.

g. Disciplinary actions

- The examinee who is proven to have cheated or tried to cheat at the end of semester exams shall be deemed have failed the course.
- The examinee that is caught cheating shall be deemed have failed all the courses of the end semester exams.
- The examinee who shall be considered to have failed all courses he/she registered in the semester and suspended from registration in the following semester is he/she who:



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



Curriculum Approval and Revision Policy

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

This policy describes the requirements of academic programs, and their study plans. The policy also describes how students' study plans are updated and modified.

Definitions

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

- **University:** University of Science and Technology of Fujairah (USTF).
- **Admissions Period:** The period of time during which applicants can submit their admission application to the Office of Admission and Registration.
- **Application Level:** Admission application category, whether undergraduate, graduate or transfer.
- **Active Application:** An application that is not marked as "Cancelled", "Expired", "Enrolled", "Rejected", or "Declined".
- **Admissions Offer Letter:** A letter issued by the Office of Admission and Registration and sent to the applicant notifying him/her that he/she has been admitted in one of the programs he/she has applied for.
- **Application Rejection Letter:** A letter issued by the Office of Admission and Registration and sent to the applicant notifying them of the rejection of their admission application.
- **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- **Admission fee:** The fee collected to process the admission application.
- **Admission and Registration Fee:** The fee collected to process a student's application and registration throughout his/her study at the University.
- **Application ID:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
- **Seat Reservation Deposit:** This is collected for certain programs in order to confirm the student's acceptance of the offer letter. The deposit is debited from the student's account for future use as part of the tuition fees of the first semester of study.
- **Dean of Admission and Registration:** The head of the Deanship of Admissions and Registration at the University.

Policy Statement

a. Publication of Program Details

- The Head of the academic department is the coordinator of the development of the curriculum of any new program to be offered in coming years.
- The Head of the academic department ensures that the curriculum complies with the requirements that are stated in the Commission for Academic Accreditation (CAA)



standards: the total number of credit hours must at least be equivalent to the minimum required number of credit hours for Bachelor programs by the CAA.

- The minimum total number of credit hours of a Bachelor Program should not be less than 120.
- 30 credit hours of the program should be devoted to General Education courses.
- The number of credit hours of Major courses must be 30 credit hours or more.
- If the program contains a minor specialization, the number of credit hours of minor courses must be between 15 and 21 credit hours.
- The head of department ensures that each part (General Education, College, Major and Minor requirements) must contain a sufficient number of elective courses to give flexibility to students.
- The head of department should ensure that the Goals of the program are consistent and in line with those of the College.
- The head of department should ensure that the needs of assessment and Feasibility studies were conducted using valid approaches.
- The head of the department should identify the human and physical resources needed according to a plan once the program is offered.
- Once the program is approved by the College Council, the head of the department submits a request for the Curriculum and Study Plan Committee of the University for approval.
- Once the Approval of the Curriculum and Study Plan Committee is obtained, the Dean of College presents the new program to the Council for Academic Affairs for approval.
- Once the curriculum of the new program is approved by the Council for Academic Affairs, the Dean of the College launches the procedure for initial accreditation from the CAA.
- A program will be offered only when its initial accreditation by the CAA is granted.
- Each program should contain the following details:
 - Name and version of the program, and the Department responsible for offering it.
 - Minimum requirements for admission eligibility
 - The English Proficiency Level required by the program for admission and/or graduation.
 - Minimum and maximum number of students to be admitted in each intake
 - The total number of credit hours that composes the program
 - Name of Degree to be awarded in English and Arabic languages
 - Graduation requirements as approved by the CAA.
 - The definition of first, second, third, fourth and fifth (when applicable) level of study in terms of the number of earned credit hours.
 - The study load bands for regular, warned students, and students with conditional admission.
 - The Study Plan that consists of the list of all courses that could be taken by students that will be enrolled in the program.



- For each course in the study plan, the following details should be provided:
 - Course ID, course name, number of credit hours, and number of contact hours of Lectures, Lab, and Tutorial sessions.
 - Category of the course:
 - General Education (compulsory/elective),
 - College requirement (compulsory/elective),
 - Major requirement (compulsory/elective),
 - Minor requirement (compulsory/elective),
 - Free study courses.
 - Prerequisite courses when applicable
 - Minimum earned number of credit hours required to register for the course.
 - The maximum earned number credit hours the student may complete before registration for the course becomes mandatory.
 - The minimum English Proficiency Level, which is required before registration in the course, is allowed.
- The program details are entered by the Office of Admission and Registration, on the System upon receiving initial accreditation from the CAA.
- The fees of each course are entered on the System by the Office of Finance.

b. Course Description

The course description of each course should contain the following details:

- course title and course code/number, credit hours (or equivalent), prerequisites (if any), co- requisites (if any);
- name and contact information of instructor;
- brief course description (as in the Catalog);
- intended learning outcomes of the course;
- course topics and contents on a week-by-week basis;
- scheduling of laboratory and other non-lecture sessions, including online sessions, as appropriate;
- information on out-of-class assignments with due dates for submission;
- methods and dates of examinations and other student assessments, including the relative weight of various assessment elements in determining the course grade;
- teaching and learning methodologies, including any use of online instruction;
- course texts, recommended readings, instructional material and learning resources.

c. Compulsory courses

- Enrolled students in the program must complete all the listed compulsory courses before graduation.
- A course cannot be registered unless its pre-requisite course(s) was/were completed successfully.

d. Repetition of an already taken compulsory course

- Students wishing to improve a previous grade they achieved in an elective course should obtain the approval of their Advisor.
- Upon approval, the course on the student's study plan becomes open for registration selection in the next available semester.
- The latest grade will be considered in the calculation of the Cumulative Grade Point Average on the student transcript.



- If the F grade is obtained in the second attempt, the student will have to re-take it again even if he/she passed it in the previous attempt.
- If the course is repeated in another University, the old grade will be discarded and a transfer grade given i.e.: The grade obtained in the other University will not be considered in the computation of the CGPA.
- The number of credit hours of a repeated course is considered only once even if the course was passed in both attempts.
- A student may request to register in another elective course as a replacement of an already taken elective course to improve his/her grade. The first elective course remains to appear in the student transcript without affecting neither the number of earned credit hours nor the CGPA.

e. Revision of a program

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

The Dean of College may request approval from the Council for Academic Affairs for the recommendation made by the College Council to:

- Introduce any of the changes above;
 - change the delivery mode of a given course: addition of a tutorial session, or changing 1 credit hour of lecture by a 2 hours of Laboratory work and vice versa.
 - review the course description of a given course based on the assessment of the program without altering the Matrix of the program objectives.
-
- **Major revision:** A revision is regarded as a major if:
 - change the legal status or form of control of the institution, including a change in ownership or merger with another institution;
 - significantly alter the mission, goals or objectives of an institution (this would include the introduction of qualifications at a higher level);
 - establish instruction in a significantly different format (such as an intensive term or weekend classes) or method of delivery (such as e-learning);
 - make significant changes in the organizational structure, such as separating one unit or institution into two or joining two separate units (such as two departments or colleges);
 - enter a contractual relationship with another organization to provide instructional services;
 - change the language of instruction for any program;
 - change program admissions requirements from those approved by the [CAA](#) during the accreditation process;
 - make major reductions in program offerings;
 - increase or decrease the length and completion requirements of a program; and
 - introduce non-credit courses or activities that affect the mission or alter faculty workload.
 - **Implementation of approved changes**
 - The Dean of Admission and Registration is responsible for the implementation of the changes on the study plan of the program on the Registration System.



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



Internship Policy

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

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

Definitions

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

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

Policy Statement

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

Policy Content and Guidelines

a. Training Center (TC)

Through the TC, USTF ensures that:

- Institutions/potential employers are screened for their suitability for external training of USTF students.
- The screening is based on the appropriateness of the institutions for students, and good work experience.
- Agreements will be signed between the TC and institutions. The agreement must cover the



following:

- the institution offering training will give a job description and suitable assignments to the student to meet the learning objectives.
- the USTF Training Center will inform the institutions of the name of the college advisor, and the assessment methods of the internship
- The TC gives the internship manual to the site supervisor who is assigned by the institutions to supervise the student.
- The TC ensures that the site supervisor is aware of his/her responsibilities, which are defined in the internship manual of the college in which the student is enrolled.

b. Duties of the College

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

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

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

d. Schedule of oral presentations

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

e. Grading of the internship

- Site supervisor: 30 marks
- Internal advisor: 30 Marks



- Jury:40 marks: 20 marks are devoted for the report, and 20 marks for the oral presentation

f. Submission of the Grades

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

g. Assessment of the effectiveness of the Internship

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



Course File Policy

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

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

Policy Statement

All academic faculty members are required to prepare course files for courses they teach. Files must include the following information, which may be in electronic form or hard copy:

- Syllabi for the current and previous offerings of the course;
- Copies of all instructor teaching materials;
- Copies of all assessment instruments;
- Instructor worked answers and marking schemes for all assessment instruments;
- Examples from across the range of student performance of graded responses to all assessment instruments;
- Comprehensive instructor review of the presentation of the course, covering:
 - Appropriateness of the course learning outcomes;
 - Extent to which the syllabus was covered;
 - Extent to which learning outcomes were met (with evidence);
 - Appropriateness of textbooks and other learning resources;
 - Appropriateness of assessment instruments in relation to learning outcomes;
 - Appropriateness of the balance of assessment;
 - Appropriateness of prerequisites;
 - General comments on any problems encountered with the course;
- Quantitative analysis of student performance during the course (e.g., grade distributions);
- Summary of student feedback on the evaluation of the course.

Policy implementation

Heads of department and Deans are responsible for ensuring that the requirements of this policy is communicated effectively and are supported by appropriate administrative arrangements and documentation. It is the responsibility of course instructor to maintain and update their course files.

Policy Review

This policy will be revised periodically to address any new requirements from the CAA.



Class-Size Policy

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

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

Policy Content and Guidelines

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

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

College	Theoretical Course	Lab Sessions	Clinical and Technical	Studios	Tutorial
General Study Unit	60	30	-	-	-
Dentistry	45	25	30	-	-
Pharmacy and Health Sciences	40	15	8-15	-	-
Engineering	40	20	-	20	30
Information Technology	40	20	-	-	-
Education and Basic Sciences	45	20	-	-	30
Business Administration	45	20	-	-	-
Mass Communication and Humanities	45	20	-	-	-
Law	50	30	-	-	-

- The maximum class size does not mean the optimal class size. The maximum class size reflects the level of the course, course-learning objectives, degree of faculty-student interaction and instructional methods used.
- Deterioration of the learning experience is generally experienced if the class size goes above the maximum level.
- In accordance with the CAA and USTF standards, the class size depends on the size of lecture hall, effective teaching and availability of modern educational resources.
- Rules and regulations governing supervised studies are outlined and published in the student handbook.



Academic Probation Policy

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

Academic Probation (Undergraduate Programs)

- If a student's CGPA is less than 2.0 in any regular semester, starting from his/her second semester at the university, he/she will receive an academic warning. The Dean of Admission and Registration will place students on academic probation when their CGPA falls below 2.00 or when he is notified by the college that a student has failed to meet other conditions for academic progress that may apply in some majors. The Dean of Admission and Registration will notify students and his/her sponsor in writing of their academic probation status and of any conditions associated with the academic probation.
- A student on probation must raise his/her CGPA to at least 2.0 within two semesters, not including the summer session.
- The study load of warned students will be reduced, as follows:
 - First warning: a maximum of 15 credit hours among which three or six credit hours are repeated depending on the CGPA and the previous semester's GPA.
If a student having a first warning has failed to raise his/her CGPA to 2.0 or higher at the end of the following semester (excluding the summer semester), his/her case will be reviewed by the College Council. The council may take one of the following actions:
 - Transfer the student to another program providing that his/her CGPA for the courses to be transferred is 2.0 or higher.
 - Allow the students to continue in his major (This option is open only for students who can raise CGPA to 2.0).
 - Dismiss the student from the university (If a and b are not satisfied).
 - Second warning: a maximum of 12 credit hours among which six or nine credit hours are repeated depending on the CGPA and the previous semester's GPA.
- Student load can be raised by 2 credits upon dean request.
- If a student having a second warning has failed to raise his/her CGPA to 2.0 or higher at the end of the following semester (excluding the summer semester), students will be dismissed from the university.
- Students can be placed on academic probation only twice, and for no more than four semesters in total while studying at USTF, whether for one or two academic probationary events. After that threshold is reached, students will be dismissed from the University if they have not achieved CGPA of 2.0.
- If a student attempts courses during the summer after being placed on probation, that term will not count as one semester on probation.
- When dismissing students, the University may give students the option of reapplying for admission after a maximum of one calendar year has passed from the final day of the session during which the dismissal was implemented, or the university may choose to permanently dismiss students from the university, which means that it will not consider future applications from the student. The type of dismissal will be included in the letter from the college, and recorded by the Office of the Admission and Registration.



- Readmission applications are evaluated based on:
 - The total record of the student and consistent with the admission practices in effect at the time of application.
 - The student had studied courses (counted toward his degree) in another accredited university and raised his/her CGPA to 2.0
- A readmitted student is governed by the academic requirements in effect at the time of readmission.
- Academic probation and dismissal are permanently recorded on the transcript.

Academic Probation (Graduate Programs)

- A student will be put on probation if his/her CGPA is less than 3.0 starting from his/her first semester of studies.
- A student on probation needs to raise his/her CGPA to at least 3.0 within two semesters, not including his/her summer session.
- A student on probation will not be allowed to register courses unless he/she signs an undertaking to improve the CGPA to 3.0 or more.
- The study load of academically warned graduate students will be reduced to the relevant band set in their program by the Council for Academic Affairs.
- After a second warning, if the student fails to raise his/her CGPA to 3.0 or more, the college shall dismiss him/her from the program.
- The Graduate program coordinator may advise an academically warned student to repeat one or more than one course to increase his/her chances to raise his/her CGPA to 3.0.



Intensive Modes of Course Delivery Policy

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

Policy Purpose

To define policy on courses offered in condensed periods

Detailed Policy Statement

- To ensure that students are well served by programs that are in accordance with all of the requirements USTF provides the following guidance regarding courses offered through intensive modes of delivery:
- The term “intensive modes of delivery” refer to courses that are offered over a shorter duration than the generally accepted period of a standard semester (15 weeks). These may include: short courses of four weeks’ duration, courses offered in a shortened term (such as summer semester), blended learning courses where face-to-face contact with the instructor occurs only over a short period, or similar intensively delivered courses or programs.
- The courses delivered through intensive modes of delivery may technically comply with contact-hours requirements of course involving studio, laboratory hours and clinics, and out of class or homework hours, the faculties are required to comply with provisions related to sound pedagogical principles with the evidence related to the development of an in-depth understanding of subject matter.
- The requirement that academic courses must - allows sufficient time for preparation, reflection, analysis, and the achievement of learning outcomes for courses that are offered in concentrated time periods and ensure that:
 - Number of credit hours is consistent with international practice in the discipline and level of award, and
 - Comprises a defined amount and quality of work of sufficient rigor. To ensure these two conditions, students are not permitted to register more than 6 CH of required courses. When internships are offered during the short terms, students cannot register for more than 3 CH as course load.
- **The faculties must ensure that:**
 - Students are fully informed of any modifications that may have been made in USTF’s operations or the delivery of its academic programs in order to accommodate the shortened duration of the course or program;
 - Students in courses offered through intensive modes of delivery have comparable duration of class contact time, and comparable expectations for out-of-class study time, as in the same courses offered during the regular semester;



- The full content of the approved syllabi will be taught during the condensed period;
- The study plan is such that learning outcomes of the courses and programs can reasonably be achieved by all enrolled students; and
- All student services such as library access and support, IT laboratories and IT support, catering and health services are available during the shortened term.
- In all intensive modes of delivery, the CAA of the MoE in the UAE approved syllabi must be adhered to in every respect, including the assignments and assessment schemes. Wherever possible, the students should sit the same examinations as their counterparts who do not study the course through an intensive mode. Where this is not practical, internal moderation and quality assurance systems must be sufficiently robust to ensure parity of rigor and standards for all students.
- To provide educational opportunities for working adults, there may be need for faculties to deliver a course or program exclusively during evening or weekend hours. Evening and weekend classes may or may not involve the shortening of the semester.
- Faculties are required to comply with conditions listed above. In addition, there must be a reasonable limitation on the number of courses that students are permitted to take during a weekend program. Weekend delivery of courses must be included in the calculation of a faculty member's workload.
- Students have a choice to register for 6 credit hours in 6 weeks, or for 9 credit hours for 8 weeks.
- ***The maximum number of credits a student can take in condensed mode of delivery is 9 credit hours in at least 8 weeks' term.***
- Students registered in summer courses are having the same contact hours for the same courses when taught during the Fall or Spring semester.
- **Independent Study During Summer**
 - Office hour courses taught during the Summer Semester should not be less than 4 weeks.
 - Students have to receive the same contact hours as those of regular semesters.
 - Summer independent study course is taken once during the whole study in undergraduate programs, and is not allowed for students studying in graduate programs.
 - The course must not be a graduation project.



4 | Faculty and Professional Staff Policies



Faculty and Professional Staff Role Policy

Policy Name	Faculty and Professional Staff Role Policy		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Purpose

- Defines the role and responsibilities of the faculty in academic affairs of the University and ensures their academic freedom.
 - Defines the role and responsibilities of the professional staff in the University.
 - Defines the role of faculty in governance.
- Defines the organizational and reporting relationships for faculty and professional staff.
- Explains desired standards of professional conduct and ethics that must be followed by the faculty and professional staff.

Policy Statement

a. Faculty Role and Responsibilities

a.1 Faculty Role

Faculty members are responsible for developing, evaluating, and periodically updating all educational programs offered by the University, conduct scientific research and provide services to the University and the community. In every College, committees comprising of faculty members analyze the feedback received from various sources and accordingly revise and update the courses and curriculum. The same applies to the development of laboratories, training programs, and other related aspects of an academic program. For every program, a faculty member is assigned as the Program Coordinator who has the overall responsibility of program coordination, curriculum development, assessment and updating.

a.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.

a.2.1 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.
- 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.



a.2.2 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 assist faculty members to obtain research grants from external sources. For externally funded research projects, USTF will provide support to the Principal Investigator in utilization of approved funds in accordance with specified procedures. The Principal Investigator will be responsible for managing the research funds, submitting the progress and final reports, and closing the account at the completion of the research project.

Research Expectations from Faculty

- Each faculty member at USTF is expected to publish at least one research paper per academic year;
- USTF periodically evaluates the research output of its faculty;
- USTF has recently benchmarked the research output of the faculty using Scopus-indexed publications of over the last four years and has set targets for the research output in the coming years;
- USTF has set a target of an annual increase in its Scopus-indexed publications over the next five years as compared to academic year 2017-2018.
- USTF has also set targets for total number of publications in reputable journals and proceedings of international conferences.
- The expected research output will be evaluated and compared with the benchmark on an annual basis so as to assess the degree to which institutional goals for research have been met.

a.2.3 Service

Service includes:

Service to the University:

This service includes administrative positions held, membership of committees at the department, college and university levels; recruiting of faculty and students, providing



professional development workshops and training to faculty and staff; organizing conferences, serving in partner organizations boards, participating in fund raising campaigns, establishment of external connections and partnership etc.

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, serving in community boards and Non-Government Organizations (NGOs).

Services may include organizing short courses, national/international conferences, seminars and workshops, authoring articles for the 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.

Faculty members are expected to perform all the duties assigned to them. Any departure from a normal work schedule should receive prior approval from the Dean.

Other Responsibilities

Faculty members are expected to perform all the duties assigned to them to the best of their abilities. These duties may also be related to management and administration in the Department or College, working in different committees, and providing support to various student activities.

b. Role and Responsibilities of Professional Staff:

- The role of professional staff is to fully support faculty members in order to achieve the goals and objectives of every course that requires practical work or tutorials.
- They are responsible to develop the laboratories, workshops, studios, etc. under the guidance of the faculty and to maintain these in good order.
- They shall contribute to developing the practical skills of students in laboratories, workshops, clinics, and studios (as applicable).



Employment Policy

Policy Name	Employment Policy		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

USTF employment policies are designed to ensure that qualified and competent faculty members with the required qualifications and experience are hired for all vacant or newly created positions. Faculty members are assigned academic ranks in accordance with their qualifications, experience, and scholarly work. Their terms of contract are defined and appropriate procedures are followed for their periodic evaluation and professional development. Proportion of part-time faculty members is restricted and they are required to have the same qualifications and scholarly preparation as full-time faculty members.

Policy Purpose

- To ensure that only qualified and competent faculty members with the required qualifications and experience are hired by the University.
 - Define the academic ranks of faculty members and establish procedures for their periodic evaluation.
 - Restrict the proportion of part-time faculty members and ensure that part-time faculty members have the same qualifications as full-time faculty members.
- Establish procedures for professional development of faculty members and define their intellectual property rights.
- Specify terms of contract including its renewal and termination.

Policy Statement

- USTF does not discriminate on the basis of sex, race, religion, color, age, national origin, or marital status.
 - USTF prefers to employ faculty members from a variety of educational and cultural backgrounds who have obtained their terminal degrees from internationally recognized and broadly respected institutions and have contributed to, or demonstrated their potential for quality teaching, research and service to educational institutions and the community.
 - The three main criteria used in the selection of new faculty members are as follows:
 - Teaching
 - Research
 - Outreach/ community engagement/ consultancy
 - Faculty members in colleges where the medium of instruction is English must be competent in spoken and written English.
 - Faculty members in colleges where the medium of instruction is Arabic are expected to have reasonable experience in spoken and written English.
 - They must also be familiar with the credit hour system of higher education and able to work with students from a variety of backgrounds.



- All faculty members must be competent in the use of computers for teaching and research purposes. They must also be familiar with academic advising and be able to contribute to the development of courses and curricula.
- USTF employs faculty members in the following academic ranks, as explained in detail in the Faculty Handbook:
 - Professor
 - Associate Professor
 - Assistant Professor
 - Lecturer
- Part-time faculty may be employed in accordance with the ratio of part-time to total faculty (maximum 25%) and the teaching load regulations specified by the Ministry of Education (up to 6 credit hours per part-time faculty member).
- Faculty members who do not hold the terminal degree shall be appointed only as lecturers or instructors and not at professorial ranks.
- The employment contract is for a period of two years and is renewable as per University regulations (see Faculty Handbook for a copy of the contract).
- The contract specifies conditions (academic or moral violations and misconduct) that may result in the termination of the faculty member's contract. These conditions are explained in detail in the Faculty Handbook. The faculty member will be given the opportunity to present his/her case before a final decision is taken about the termination of the contract.
 - The faculty member is bound to abide by the published policies, rules, and procedures stipulated by the University. He/she shall honestly, diligently, and to the best of his/her abilities carry out assigned duties under the contract. These duties include attending scheduled teaching sessions and meetings (classroom and/or laboratory), academic advising, conducting examinations, carrying out research, offering expertise, and contributing in students training.
 - The faculty member shall not accept any other professional appointment outside USTF without prior approval from the University.
 - The faculty member shall abide by the confidentiality regulations of the University and strive for professional development on a regular basis.
 - The faculty member is entitled to the remuneration package mentioned in his/her contract along with specified annual increments. The package includes Basic Salary, Experience Allowance, University Allowance, Transportation Allowance, Furniture Allowance, Housing Allowance, Tuition Fee Allowance, Rare Specialization Allowance (as applicable), and Annual Tickets for travel by air. The University also provides health insurance for all faculty members. In addition, the faculty member is entitled to End of Service Gratuity (one-month basic salary for every year of service at the University).
 - The faculty member is entitled to annual leave, sick leave, and maternity leave as



- per University regulations specified in the contract.
- The evaluation policy and procedures adopted by USTF ensure thorough appraisal of each faculty member at the selection stage, for renewal of contract, and for promotion in the academic rank. The detailed procedure and criteria used for evaluation of faculty members are explained in the Faculty Handbook.
 - USTF recognizes that its faculty members are its most valuable resource and that their competence, commitment, and capacity to change are fundamental to the successful achievement of its mission. Accordingly, USTF provides opportunities for individual faculty to:
 - Improve teaching effectiveness.
 - Enhance current academic and technical knowledge and skills.
 - Develop computer and technological proficiency skills.
 - Pursue research and creative projects.
 - Exchange information and ideas.
 - Develop innovative and effective instructional and administrative techniques.
 - Attend academic conferences, professional meetings and engage in research activities both inside and outside the UAE.
 - New faculty members will receive a proper orientation about the University policies, philosophy, and work ethics as well as their rights and responsibilities.

Employment Procedure

- The Dean of a College determines the needs for new faculty members. For a newly created position, the approval of the Vice-Chancellor for Academic Affairs is required, while for an existing position left vacant by a faculty member, the termination report and/or approved resignation letter is needed to initiate the recruitment process.
 - For every vacant position, the Dean of the concerned College, in consultation with the head of the academic department or unit, shall provide written information concerning the needed specialization, minimum qualifications, and required experience. The Dean presents the needs analysis to the Vice Chancellor for Academic Affairs for approval. After getting the official approval for a vacant position, it is the responsibility of the Human Resources (HR) Department at USTF to complete the recruitment process. The recruitment steps are described in the following:
 - The Office of Human Resources prepares the description for the vacant position on the basis of the information received from the Dean of the concerned College and posts it on the University website. The Office of Human Resources also gets it advertised in other selected publications.
 - The Office of Human Resources receives and acknowledges the receipt of



résumés/applications and retains them for a minimum period of six months. The same applies to all communication and correspondence between the applicant and the University during the selection process. Résumés/applications of qualified applicants are then forwarded to the concerned Dean.

- The Dean, in consultation with the head of the concerned department or unit, forms a search committee comprised of qualified faculty members to conduct the search, review applications, and make recommendations to the Dean. The search committee evaluates all applicants in accordance with the general selection criteria adopted by USTF and the specific requirements of the vacant position. The search committee then submits the names of at least three short-listed applicants along with the basis and rationale for their selection. The Dean forwards the list of recommended applicants to the Office of Human Resources.
- The Dean must conduct personal interviews with each of the short-listed applicants residing in the U.A.E. Short-listed applicants from outside the U.A.E. are interviewed by the Dean via Skype or videoconference, as appropriate. All interviewed applicants are informed of the outcome soon after the results are finalized. The Dean forwards the name of the selected applicant, along with the merit list of the remaining short listed applicants, to the Office of Human Resources for necessary action.
- The Office of Human Resources validates the authenticity of all degrees and letters of references provided by the selected applicant. It then prepares a letter of appointment and gets it approved from the concerned authority. The Office of Human Resources is responsible for dispatching the official letter of appointment along with other documents providing information about general policies of the University, resident visa and medical requirements, academic ranks and their salary ranges, other financial benefits, length and type of contract, etc.



Compensation and Benefits Policy

Policy Name	Compensation and Benefits Policy		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

The policy main purpose is to provide attractive, effective and market relevant remuneration and benefits rates to professional faculty positions, in order to attract and retain highly qualified and experienced faculty members for all University Colleges. In addition, this policy intends on making Faculty members aware of their rights regarding salary and benefits provided by the University.

Policy Statement

The faculty member is entitled to the remuneration package mentioned in his/her contract along with specified annual increments. The package includes Basic Salary, Cost of Living Allowance, Furniture Allowance, Housing Allowance, Education Allowance, Research Allowance and Annual Tickets for travel by air. The University also provides health insurance for all faculty members. In addition, the faculty member is entitled to an End of Service Gratuity (one-month basic salary for every year of service at the University).

a. USTF Faculty Salary Structure and Benefits

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		
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			

- The faculty member is entitled to a monthly remuneration payable at the end of each Gregorian calendar month.
- The monthly remuneration comprises of Basic Salary and Allowances in accordance with the specified scales depending upon the academic rank, experience, and as specified in individual contracts.
- The faculty member shall also be entitled to the following benefits in accordance with the University's policies and bylaws:
 - Housing allowance
 - Furniture allowance
 - Health insurance
 - Education Allowance
 - Airline tickets
 - End-of-service gratuity



- Sickness leave
- Annual leave
- Public holidays
- **Housing Allowance:** The faculty member shall be entitled to an annual housing allowance which shall be payable in monthly installments. The amount of this allowance depends on whether the faculty member is a Ph.D. holder or Master's degree holder.
- **Furniture Allowance:** The Faculty Member shall be entitled to the furniture allowance paid fully in one installment with the first salary. The eligibility of this amount is depreciated over two continuous years of work for the University; i.e. 50% per year.
- **Medical Benefits:** The faculty member, his/her spouse and three dependent children (male dependent age up to 18 and female dependent age up to 22), shall be entitled to a private medical health insurance scheme; provided by the University in accordance to its medical policy, that might be amended from time to time at the sole discretion of the University. A visiting Faculty member medical health insurance shall be 100% covered by the University, whilst the faculty member's spouse medical health insurance shall only partially covered by the University.
- **Annual Education Allowance:** USTF resident faculty member is eligible for education allowance for up to three children, from KG1 to Grade 12, provided the children are UAE resident and are enrolled in UAE schools. The distribution of the allowance amount (depending upon the faculty member's rank) for each child shall not exceed the eligible cap. The education allowance is paid in two equal installments.
- **Air Tickets:** USTF faculty member, the faculty member's spouse and three dependent children shall be entitled to one annual round trip economy class air ticket each to the faculty member's home country after completion of each year of service. This allowance shall be paid through cash transfer on the employee's employment anniversary, based on the rate provided by Office of Public Relations. The faculty member is not entitled to claim a pro rata portion of the annual air tickets if the faculty member's employment terminates (for any reason whatsoever) prior to completion of a full year's service.
- **End of Service Benefit:** USTF faculty member is entitled to an end of service gratuity calculated as thirty (30) days Basic Salary for each completed year of service, provided that the end of service gratuity shall not exceed the amount of two years' salary.
- The faculty member shall (in addition to any statutory public holidays announced for the United Arab Emirates) be entitled to paid holiday in accordance with the provisions relating to holiday leave as set out in the University's academic calendar, provided that such holiday leave shall not exceed the specified number of calendar days in each holiday year. The University's holiday year for faculty member is the academic calendar year.
- Subject to compliance with the University's procedures relating to the notification and certification of periods of absence from work, the faculty member shall continue to be paid salary and to receive other benefits provided under his/her contract during any periods of absence from work due to sickness, injury or other incapacity in accordance with the UAE labor Law.



- **Death provision During Faculty tenure:** In accordance 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 deceased.

- **Death provision During Staff Tenure:** In accordance to UAE inheritance law, upon the death of a staff, the court provides official papers (which shall be submitted to the Office of Human Resources) naming the deceased beneficiary, whom shall receive the staff final wages and benefits due.
- This will amount to a total salary on the month of demise, plus three (3) total salaries for the three consequence months, in addition to accrued vacation pay, and any other fund due to the staff.
- Based on the beneficiary choice, the salaries can either be paid to the beneficiary or transferred to his/her bank account. However, the End of Service Benefits must be transferred to the deceased staff bank account. All benefits of the deceased staff (except education allowance) shall stop on the day of passing and the End of Service Benefits is calculated until the date of passing. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be repaid back to the University.
- USTF will bears all expenses related to the preparation and transportation of the deceased and the deceased staff to their home country.



Faculty and Staff Death Policy

Policy Name	Faculty and Staff Death Policy		
Policy Owner	Vice President for Academic Affairs Vice president for Administrative and Financial Affairs	Reviewed	Annually
Approved By	USTF Chancellor	Approval Date	

Policy Propose

The purpose of this policy is to:

- set out administrative responsibilities in the event of the death of a faculty or a staff;
- ensure rapid, effective communication and follow-up to a faculty or a staff death; and
- ensure that the response to a faculty or a staff-death is timely and proportional to the circumstances.

Policy Statement

The policy applies to the USTF's administrative response to the death of a faculty or a staff member, who is currently working in the University. The policy does not address the University's response to emergencies or provide emergency management practices.

Policy Guidelines

The University is committed to responding to the death of a faculty or a staff member of the University community in a compassionate and respectful manner that is appropriate based on the circumstances of the faculty's or staff's death.

The University's response to the death of a faculty or a staff member will be guided by the following:

- **Respect, sensitivity and compassion:** The University will act and respond in a highly sensitive manner out of respect for the deceased and in accordance with the wishes of the family or relatives. Care will be extended to the family or relatives, the students, faculty and staff members most closely involved with the deceased prior to the his/her death and individuals who may have been with the faculty or the staff when the death occurred.
- **Privacy:** Notifications must be made to a number of University Units to enable necessary administrative actions to be undertaken in a timely manner. Faculty and staff shall use discretion in the use, access and disclosure of information related to their colleague and his death. Any information provided will be verified for accuracy and considered carefully before being conveyed to the University community, media, family or relatives.
- **Clear and timely communication:** The location, time, and circumstances of the death may influence communications and appropriate response processes. In order to minimize the amount of distress to the family or relatives, efforts will be made to minimize the number of interactions and to obtain administrative closure in a timely and efficient manner.



- **Cooperation:** USTF Units will work together and with external officials to obtain administrative closure in a timely and efficient manner.

When a university community member becomes aware of the death of a resident faculty or staff member they shall immediately notify the University Higher Administration.

The Vice Chancellor for Academic Affairs and Vice Chancellor for Administrative and Financial Affairs are responsible for coordinating the University's administrative response to the death of the faculty or the staff member.

Death Provision During Faculty Tenure

- In accordance with UAE inheritance law, upon the death of a faculty member, the court provides official papers (which shall be submitted to the Office of Human Resources) naming the deceased beneficiary, who shall receive the faculty member final wages and benefits due.
- This will amount to a total salary for the month of demise, plus three (3) total salaries for the three consequence months, in addition to accrued vacation pay, and any other fund due to the faculty member.
- Based on the beneficiary choice, the salaries can either be paid to the beneficiary or transferred to his/her bank account. However, the End of Service Benefits must be transferred to the deceased faculty member bank account.
- All benefits of the deceased faculty member (except education allowance) shall stop on the day of passing and the End of Service Benefits are calculated until the date of passing. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be repaid back to the University.
- 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/her home country, the University will bear the travel expenses of a family member, who will travel along with the body of the deceased.

Death Provision During Staff Service

- In case of employee's death, their family will be paid the total salary for the month of death and three total salaries for the three consequence months; and according to official papers submitted by the inheritances, they can decide if they want the salaries to be paid to them in cash or transferred to a bank account.
- The End of Service Benefits must be transferred to the bank account of the deceased employee.
- All benefits (except the education allowance) of the deceased employee stop on the day of death and their End of Service Benefits are calculated until the date of death. The installment of Education Allowance paid to the employee (equivalent to the 50%) shall not be reimbursed back to the university. USTF bears the expenses of preparing and transporting the body of the deceased and their family to their home country.



Faculty and Staff Personnel Records Policy

Policy Name	Faculty and Staff Personnel Records Policy		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

The Office of Human Resources at USTF is responsible for proper maintenance of employees' records including those for faculty and professional staff. Complete records are maintained for each faculty member and professional staff employed by the University. These include original or officially attested documents of academic preparation, the original signed contract, contractual terms, academic position, a copy of the passport and copies of other documents required by the Ministry of Human Resources and Emiratization in the UAE.

Policy Propose

- To ensure that the employment records of faculty members and professional staff are well maintained.
- To comply with the rules and regulations of the Ministry of Human Resources and Emiratization in the UAE concerning all required documents.

Policy Statement

- The Office of Human Resources at USTF is responsible for verifying the authenticity of all degrees and letters of references provided by the faculty and professional staff.
- The Office of Human Resources shall always maintain and update complete records for each faculty member and professional staff employed by the University.
- The Office of Human Resources will ensure that for each faculty member and professional staff, the record include original or officially attested documents of academic preparation, the original signed contract, contractual terms, academic position, a copy of the passport and copies of other documents required by the Ministry of Human Resources and Emiratization in the UAE.
- It is the responsibility of the Office of Human Resources to ensure that the required documents are updated as and when required in accordance with the rules and regulations of the Ministry of Human Resources and Emiratization in the UAE.
- USTF faculty and staff credentials and records are copied, scanned and electronically saved on-campus and off-campus.



Faculty and Staff Professional Development Policy

Policy Name	Faculty and Staff Professional Development Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

USTF will provide opportunities for faculty staff to undertake relevant professional development consistent with the mission and supportive of the strategic directions of the University. The development frameworks must support the organizational success and sustainability.

Policy Purpose

The purpose of this policy is to:

- define the responsibilities USTF higher administration and college deans in relation to professional development of the University faculty and staff;
- define the role of the Office of Human Resources in coordinating the provision of professional development opportunities for University faculty and staff;
- define the responsibility of the individual faculty and staff member; and
- describe the opportunities available for faculty staff to pursue their professional development.

Policy Details and Outlines

a. Faculty Development

Responsibilities

- **College Dean.** Deans have an important role in identifying the professional learning needs of their faculty. They are expected to support the overall faculty development program by encouraging and facilitating participation in professional learning activities by their faculty and implementing the Performance Review and Planning Program for faculty development within their area of responsibility. Deans and Heads of Departments are responsible for facilitating professional learning for faculty in their areas of responsibility. They also have a responsibility for ensuring that staff undertake any training provided by the University.
- **Faculty member.** The ultimate responsibility for the development of work-related skills and knowledge rests with each faculty member. The effectiveness of any professional learning activity depends on the active participation of the individuals involved. All faculty are expected to support professional learning activities so that the benefits they bring to both the University and individual staff members are maximized.
- **Office of Human Resources.** The Office of Human Resources is responsible for the development, implementation and evaluation of the University's Professional Learning Programs for faculty aligned with the University activities in teaching, research and community engagement.



Opportunities

University-supported initiatives to develop faculty skills and effectiveness include:

- professional development at USTF includes a range of activities that support mission, goals and objective of the University Strategic Plan 2018-2023;
- professional learning and training activities Deanship of Graduate Studies and Research at USTF;
- support to attend conferences;
- provision of internal research funds to full-time faculty, who are engaged in individual or group research projects on the University level;
- honor and award distinguished faculty in areas of teaching, research and community engagement.
- support to attend professional learning programs and seminars offered by external bodies;
- the library orientation program for new faculty members;
- College learning activities, such as conferences, seminars, presentations and workshops;
- encouragement for staff to join and participate actively in professional associations relevant to their specific discipline; and
- enabling USTF faculty to undertake externally offered professional learning and training, and to attend conferences and other scholarly activities.

b. Staff Development

Responsibilities

- **Directors and Managers.** Directors and managers of different USTF Offices and service units are responsible for identification of training needs and development of their individual staff.
- **Staff member.** The ultimate responsibility for the development of work-related skills and knowledge rests with each staff member. The effectiveness of any professional learning activity depends on the active participation of the individuals involved. All staff members are expected to support professional learning activities so that the benefits they bring to both the University and individual staff members are maximized.
- **Office of Human Resources.** The Office of Human Resources is responsible for the development, implementation and evaluation of the University's Professional Learning Programs for staff aligned with the University mission, goals and objectives stated at USTF Strategic Plan 2018-2023.

Opportunities

University-supported initiatives to develop staff skills and effectiveness include:

- **Coaching.** Professional coaching is a training and development intervention, conducted by a subject matter expert. It aims to improve the performance of an individual or a team so that they can be more successful and more easily accomplish their assigned tasks.
- **Mentoring.** Mentoring is a form of coaching in which an experienced person supports and guides a staff member's development via ongoing guidance, counsel and example. A mentor is usually someone other than the staff member's line manager who agrees to enter into a mentor relationship with the staff member.
- **On-the-Job Training.** On-the-job training is an option that is utilized to assist a staff member learn a new skill, and where attendance at a formal training course is not appropriate or available. Time needs to be planned to ensure that on-the-job training is achieved.



- **Special Work Assignments.** The provision of special work assignments is a practical way for a staff member to develop key skills.
- **Conferences and Seminars.** Attendance at conferences and seminars can provide developmental opportunities. Maintaining up-to-date knowledge of current trends, best practice and networking with external professional colleagues can be achieved through attendance at selected conferences and seminars.
- **Continuous Education.** The University provides support to staff to undertake continuous education through the provision of study support which enables staff to have access to time off work to attend classes or exams.
- **Membership of Professional Associations.** Membership and participation in the activities of professional associations provides another method of maintaining up-to-date knowledge of current trends, best practice and professional networks. Financial responsibility for such membership rests with the individual staff member.



Faculty Workload Policy

Policy Name	Faculty Workload Policy		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

The assignment of faculty workloads is intended to be used, as a comprehensive guideline for academic departments when assigning workloads to individual faculty members and it is defined as the total of the instructional, scholarly, and professional service activities rendered to USTF by its faculty. It encompasses instruction, advising, committee work, and 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.
- 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.

Faculty Overload Payment Processing

a. General Provisions

- Overload (OL) Payments -> paid at the end of the semester;
- Credit Hour (CH) -> 1 Credit Hour = 1-hour X number of weeks in a semester;
- Fall /Spring semesters are usually sixteen (16) weeks;
- Summer semester is at least six (6) weeks, however the faculty load shall be equivalent to fall/ spring semesters i.e. sixteen (16) weeks;
- Any teaching hours during summer semester is considered as 'over load' by default;
- Standard CH's for every semester shall be 12 as per the stipulations of 'Ministry of Higher Education';
- For a Resident Lecturer/Assistant/Associate and Full Professor default CH's shall be 12;
- For Visiting Lecturers (all):
 - Pure Theory load shall be fixed at 15 CH's;
 - Pure Practical load shall be fixed at 24 hours (i.e. contact hours);
 - (General Rule -> 1 Credit Hour = 2 Practical Hours);
 - Load shall be also mixed (as per the requirements) between theory and 18 practical hours;
- Release 'Policy'
 - Dean is usually released by 6 CH's;



- HOD (granting accredited programs) - by 3 CH's;
- Academics Unit Head – The load will remain the same i.e. 12 CH's;
- Special assignment - (like an admin work) - case to case - 6 CH;
- If a faculty member's complete teaching load in post-graduate studies – teaching load is reduced by 3 CH's;
- Academic staff over load calculation/classification priorities:
 - Bachelor (Theory)
 - Bachelor (Practical)
 - Master (Theory)
 - Master (Practical)
 - Office Hours (Bachelor)
 - Office Hours (Master)
 - Project
 - Thesis
 - Internship
- Courses with lesser number of students shall be considered for overload payment; For e.g. – If a Faculty Member is teaching more than 2 sections and if the Faculty Member is having an 'Overload', the section with the less no. of students shall be considered as 'OL';
- If the Faculty Member's is teaching courses from both under graduate and post graduate studies, the post graduate course shall be considered as 'OL';
- If a Faculty Member's load in the Under Graduate Studies is not yet complete, but is teaching Master's Course ☐ there will be a deduction in the OL payment as under
 - For incomplete load, the remaining hours shall be calculated as per the Bachelor Program Rates:
 - # Rate of the course (after converting to Bachelor hours) - Rate of deducted hours (which are required to complete the load)
 - As long as the load is exceeded after the conversion
- To start an Academic Course:
 - For Undergraduate Studies:
 - * A course with 1 to 2 students shall be treated as Office Hour;
 - * A course with more than 2 and less than 10 credit hours will be calculated pro-rata basis; and
 - * A course with 10 and above students; shall receive 'full payment'.
 - For Graduate Studies (Master Program apart from Dentistry):
 - If the student count = 1 ☐ shall be considered as 'office hour';
 - No. of students between 2 to 4 the payment shall be on pro-rata basis;
- Amount will be between 40% - 80%;
 - No. of students between 5 and above
- Amount will be 100%;
 - For College of Dentistry
 - No. of students are 3 and above – 100%;
 - No. of students are 2 – 65%;
 - No. of student = 1 → considered as office hour;
- If an Admin Staff Member is asked to Teach a Course –
 - During working hours ☐ Payment = (Payment as per AFM 'A' Category - actual hourly salary rate * actual no. of hours taught);



- Beyond working hours treated as 'AFM Category - A' payment;
- During the semester if a Faculty Member stops teaching a particular course under his /her control (for e.g. – Resignation, Long-Leave etc.,) – OL payment shall be rounded-up pro-rated based on the last working day;
- During the semester if a Faculty Member stops teaching a particular course beyond his /her control (for e.g. – Termination, Long-Sick-Leave etc.,) – OL payment shall be processed by rounding-up till the end of the week.
- When a Faculty Member (Residents /AFM; either a PhD /Master holder) teaches the 'Field Training' course (in the college of Education),
 - No. of students greater than 10 → CH's shall be 4 credits;
 - From 7 to 9 students → CH's shall be 3 credits;
 - From 4 to 6 students → CH's shall be 2 credits;
 - Less than 4 students → CH shall be 1 credits;
- When a faculty member (Resident /AFM; either a PhD /Master holder) teaches the 'Teaching Methodologies';
 - For Theory Sessions
 - No. of students 8 or greater → CH's shall be 2 credits;
 - From 4 to 7 students → CH shall be 1 credits;
 - Less than 4 students → shall be treated as Office Hour;
 - For Practical Sessions (as per the study plan)
 - No. of students 8 or greater → Practical Hours shall be 2 credits;
 - Less than 8 students → Practical Hour shall be 1 credits;
- 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.
 - Payment will be in two installments - 50% of the payment registration for the thesis and the 2nd payment after announcing of the result of the thesis (except for the college of Dentistry at the end of the semester);
 - If 2 faculties are supervising a thesis, payment sharing will be based on Dean's recommendation;
 - Documents should be submitted to the Office of Human Resources after 2 weeks from the end of the semester.
 - HR shall prepare the payment and inform colleges about the necessary amendments needed for their previous submitted documents (if and as required);
 - HR shall forward the payment to the Office of Internal Audit to review, and then issue a payment request to the Office of Finance of the approved payment.

b. Graduation Projects

- 1 CH shall include 12 students - prorated if less or more;
- Max load shall not be greater than 2 CH's in a given semester';
- if 2 faculties are supervising graduation project, payment sharing will be based on Dean's recommendation;
- Documents should be submitted to the Office of Human Resources along with the overload payment list after 2 weeks from the beginning of the semester.
- HR shall prepare the payment and inform colleges about the necessary amendments needed for their previous submitted documents (if and as required);
- HR shall forward the payment to the Office of Internal Audit to review, and then issue a payment request to the Office of Finance of the approved payment.

**c. Graduate Project equivalent No. of Students Table:**

College	No. of Students/Hour
Engineering	12
IT	12
Pharmacy	12
Business	12
Dentistry	12

d. Graduate Project Overload Calculation Table:

College	Amount for Masters	Amount for PhD
Engineering	9,000	12,000
IT	6,000	8,000
Pharmacy	6,750	9,000
Business	6,000	8,000
Dentistry	8,000	8,000

Procedure

- Two (2) weeks before the beginning of the semester, HR shall send an email to the College's secretaries to provide HR with the initial list of the full time faculty members who have overload courses;
- Deans shall approve the college's overload list and send the same to HR;
- Add and Drop period is between 1 to 2 weeks (after the start of the semester);
- No later than (1 - 3) weeks after the Add and Drop period, all colleges shall complete the submission of the 'Overload Assignment Form' along with 'Instructors Time Table';
- Overload Assignment Form - to fill the Faculty's Additional /Extra Hour's.
- HR shall prepare the overload master sheet of the overload payment after validating and verifying all the relevant documents to ensure the accuracy of overload payment details;
- HR informs colleges about the necessary amendments needed for their previous submitted documents (if and as required);
- HR shall send the overload payment to the Office of Internal Audit, to review and investigate;
- HR shall issue a payment request of the approved overload payment to the Office of Finance as per the HR /Finance calendar i.e. four (4) weeks before the semester ending, for payment processing.

Adjunct Faculty Members Payment Processing**a. General provision**

- The number of Adjunct Faculty Members (AFM) shall not exceed 25% of the total faculty members in every college of the university;
- The teaching load of AFM not to exceed 6 credit hours in a given semester; Credit Hour \square 1 Credit Hour = 1-hour X number of weeks in a semester;
- AFM Payments -> paid over two installments in a given semester;
- Deans to approve the college 's AFM list (at the time of recruiting the AFM);
- Add and Drop period is between 1 to 2 weeks (after the start of the semester);
- If an AFM joins later than the Add and drop period, the AFM payment shall be calculated on pro- rata basis, based on the number of weeks; AFM payment shall be rounded-up week-wise;
- During the semester if an AFM stops teaching a particular course under his /her control (for e.g. – Resignation, Long-Leave etc.,) – AFM payment shall be rounded-up pro-rated based on the last working day;



- During the semester if an AFM stops teaching a particular course beyond his /her control (for e.g. – Termination, Long-Sick-Leave etc.,) – AFM payment shall be processed by rounding-up till the end of the week.

b. Procedure

- College’s secretaries shall prepare the AFM contracts, and provide the AFM list to the HR;
- HR shall prepare the list of the AFM payment after verifying all documents to ensure the accuracy of the AFM details; further, HR also ascertains that the AFM teaching load shouldn’t exceed 6 Credit Hours;
- HR informs colleges about the necessary amendments needed for their previous submitted documents (if and as required);
- HR shall send the OL payment to the Office of Internal Audit, to review and investigate
- HR shall issue a payment request of the approved AFM payment to the Office of Finance as per the HR /Finance calendar (Eight [8] weeks from the beginning of the semester), in order to proceed with the first payment (50% of the due amount);
- Before four (4) weeks from the end of the semester, HR shall send a formal e-mail along with the AFM Payment Form to the College’s secretaries to confirm the release of AFM second payment (the remaining 50%);
- HR shall collect the approved AFM Payment Form and forward it to the Office of Internal Audit in order to review the AFM second payment (final payment);
- HR shall issue a payment request of the approved AFM payment to the Office of Finance in order to proceed with the final payment (50% of the due amount).

Adjunct Faculty Members and Overload Rates Matrix

The AFM’s classification criteria intends to help the College Deans in determining the pay category (i.e. Category A or B):

a. Externals: Adjunct Faculty Members

Category (A)

- AFM’s employed by well-established universities /prestigious organizations.
- AFM’s gained their degrees from reputed universities with very high standards.
- Wide experience with certain preferred skills and /or qualifications. Difficulty /scarcity to hire and retain in a specific specialization.

Rates (Per All Semesters)

Rank	One Hour Course		Two Hours Course		Three Hours Course	
	Theory	Lab/Tutorial	Theory	Lab/Tutorial	Theory	Lab/Tutorial
PhD holder	AED 4480	AED 2880 *	AED 8960	AED 5760 *	AED 13440	AED 8640 *
Master holder	AED 3840	AED 2560	AED 7680	AED 5120	AED 11520	AED 7680
Bachelor holder	AED 2560	AED 1760	AED 5120	AED 3520	AED 7680	AED 5280

Category (B)

Rates (Per -All Semesters)

Rank	One Hour Course		Two Hours Course		Three Hours Course	
	Theory	Lab/Tutorial	Theory	Lab/Tutorial	Theory	Lab/Tutorial
PhD holder	AED 3200	AED 1920 *	AED 6400	AED 3840 *	AED 9600	AED 5760 *
Master holder	AED 2400	AED 1600	AED 4800	AED 3200	AED 7200	AED 4800
Bachelor holder	AED 1760	AED 1200	AED 3520	AED 2400	AED 5280	AED 3600



**b. Regular Faculty Members: Residents, Visitors:
Rates (Per All Semester)**

Rank	One Hour Course		Two Hours Course		Three Hours Course	
	Theory	Lab/Tutorial	Theory	Lab/Tutorial	Theory	Lab/Tutorial
PhD holder	AED 4480	AED 2880 *	AED 8960	AED 5760 *	AED 13440	AED 8640 *
Master holder	AED 3840	AED 2560	AED 7680	AED 5120	AED 11520	AED 7680
Bachelor holder	AED 2560	AED 1760	AED 5120	AED 3520	AED 7680	AED 5280

Note: Supervised Learning (Office Hour): AED 1000 for each B.Sc. course,
AED 2000 for each MBA course.



Professional Requirements for Teaching Policy

Policy Name	Professional Requirements for Teaching Policy		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

This policy ensures that:

- Preparation and qualifications of all faculty members are appropriate to their job assignment in the University.
- Faculty members have an earned terminal degree from internationally recognized institutions of higher education.
- Minimum expected academic or professional qualifications for different teaching levels are in accordance with those required by the CAA.

Policy Statement

It is the policy of USTF to hire faculty members whose preparation and qualifications are appropriate to the field and level of their assignments. The faculty members must have terminal degrees earned from internationally recognized institutions of higher education. The terminal degree is a doctoral degree. However, in very special cases as specified by the UAE Ministry of Education, the terminal degree could be a Master's degree such as in art, design and design-related disciplines.

Policy Content and Guidelines

For teaching in remedial programs, a baccalaureate degree in a discipline related to the subject taught, teaching experience in that subject, or graduate-level training in remedial education is required. For teaching courses in diploma programs, a baccalaureate degree in a discipline related to the subject taught and appropriate work experience is required.

- All faculty members employed in the University shall have preparation and qualifications appropriate to the field and level of their assignments.
- The faculty members must have terminal degrees earned from internationally recognized institutions of higher education.
- With the exception of very special cases as specified by the UAE Ministry of Education, the terminal degree is a doctoral degree. For very special cases such as in art, design, and design-related disciplines, the terminal degree could be a Master's degree, an MFA, or a Master of architecture.
- For teaching in remedial programs, a baccalaureate degree in a discipline related to the subject taught, teaching experience in that subject, or graduate-level training in that subject is required.
- For teaching courses in diploma programs, a baccalaureate degree in a discipline related to the subject taught and appropriate work experience is required. In addition, relevant professional certification may be required in some cases.
- For teaching general education courses such as the first two courses in English, Arabic, or other languages, and the first course only in Islamic studies, history, or culture;



humanities, arts, social sciences, behavioral sciences, natural sciences, physical sciences, mathematics and information technology: a Master's degree with a major in the discipline taught and one of the following is required:

- five years' teaching experience in the discipline;
 - a combination of five years' experience in teaching or other employment related to the field;
 - the equivalent of eighteen credit hours of graduate study in the field beyond the Master's degree;
 - an internationally recognized professional credential;
 - at least one faculty member teaching in each program area holds a terminal degree in the discipline.
- For teaching courses in baccalaureate degree programs, a terminal degree in the teaching discipline, usually a doctoral degree is required. However, in some specific fields as approved by the UAE Ministry of Education, a Master's degree may be considered as terminal degree.
 - For teaching courses in graduate degree programs, a terminal degree in the teaching discipline and either a strong record of (or the potential for) research and scholarly activity or significant professional experience as a practitioner in an applied discipline is required.
 - In line with the guidelines of the UAE Ministry of Education, the exceptions to the requirement of a terminal degree are:
 - limited to applied fields for which a faculty member has a Master's degree in the teaching field or a PhD in a related field, and who also has extensive senior level experience in the applied field or experience in the applied field coupled with internationally recognized professional association certificates;
 - fully justifiable in terms of education, training, and professional experience;
 - restricted to no more than 10% of the faculty;
 - reported at the beginning of each semester to the CAA for approval.



Faculty-Authored Book Policy and Procedures

Policy Name	Faculty-Authored Book Policy and Procedures		
Policy Owner	Curricula and Study Plans Committee	Reviewed	Annually
Approved By	Vice President for Academic Affairs	Approval Date	

Recent Developments have increased the creation and dissemination of textbooks authored by faculty within the University for use in their own classes or for use by and benefit of their Department. The University recognized the need to formulate the Faculty Authored Texts policy to reflect the changes in publication opportunities and to minimize the cost of textbooks to students.

Policy Statement

The purpose of this policy is to:

- show USTF’s dedication to the advancement of knowledge, learning and understanding in the service of the University community; and
- formalize faculty contribution to sciences and arts and reward faculty active in research and scholarly activities.

Policy Statement

The authoring of textbooks is a common and encouraged outcome of faculty research and instruction activities. The selection and use of books is essential to academic freedom and, therefore, such decisions should remain primarily with the faculty. However, potential conflicts of interest may occur when a faculty member requires or recommends self-authored materials for courses he/she is teaching and where the sale of such material results in financial gain for the faculty member. Such a practice requires careful review and monitoring.

Faculty Authored, Co-Authored, and Customized textbooks must be approved through the process outlined in this policy if they are required or recommended in the faculty author’s courses, and if they produce a financial benefit for the faculty author(s). Books produced for sale to students must be approved through this process if they create a financial benefit to the faculty author(s).

During the review and approval process for textbooks covered under this policy, consideration shall be given to the following:

- appropriateness of the text for the course(s) in question;
- extent to which the text is used outside the University;
- cost effectiveness to the students; and
- compliance with other University policies.

Contracts/agreements for publishing textbooks are personal agreements between University and faculty author(s).

Definitions

- **Conflict of Interest:** A conflict of interest occurs when a professional decision is determined or influenced by the possibility of personal financial or professional gain or results in an improper advantage to an associated entity.



- **Co-Authored Book:** Co-authored book, for the purpose of this policy, shall mean entire or parts of textbooks authored by two or more faculty or staff members at USTF or with persons outside the University.
- **Department Committee:** Refers to a committee designated by a Department to review the use of self-authored textbooks. Each Department makes the determination of the appropriate committee within its governance structure.
- **Faculty Authored Book:** Faculty authored book shall mean entire or parts of textbooks or manuscripts authored by a single faculty or staff member at USTF, or a collaborative authoring of textbooks by several faculty or staff members, at least one of whom is employed at USTF.
- **Faculty Author:** Any person, whether full or part time, who teaches a class or coordinates multi-section courses and who has written and produced materials covered under this policy.
- **Royalty:** A payment, honorarium, or anything of monetary value received for the production and/or subsequent distribution of a product.
- **University:** University of Science and Technology of Fujairah

Responsibilities

- **College ad hoc Committee:** Refers to an ad hoc committee designated by a Department to review the use of self-authored textbooks. Each Department determines of the appropriate committee within its governance structure.
- **Curricula and Study Plans Committee:** The curricula and Study Plans Committee is responsible for approving the completed Adoption Approval and Royalty Disclosure forms.
- **Dean:** Providing oversight and administration of the overall process and maintaining a copy of completed Adoption Approval and Royalty Disclosure forms in the Dean's Office.
- **Department Chair:** The Department Chair is responsible for ensuring the appropriate process is followed for the adoption of textbook authored by faculty, reviewing and approving completed Adoption Approval and Royalty Disclosure forms and maintaining the original, completed Adoption Approval and Royalty Disclosure forms.
- **Department Committee:** The Department committee charged with reviewing the use of textbooks authored by USTF faculty is responsible for reviewing all textbooks covered under this policy and created by faculty author(s) teaching a course(s) in their Department and recording its decision on the Adoption and Royalty Disclosure Form and submitting the form to the Department Chair.
- **Faculty Author:** Faculty Authors are responsible for completing and submitting the Adoption and Royalty Disclosure form for every textbook covered under this policy prior to assigning the textbook in a course for which they are responsible and resubmitting a new Adoption Approval and Royalty Disclosure form if needed beyond the three-year approval period.



2. Procedures

If a faculty-authored or co-authored a textbook is being considered as a required or recommended text for use in the faculty author(s) course, the following procedure applies prior to the adoption of the textbook:

- Faculty author(s) will submit the Adoption Approval and Royalty Disclosure form and a copy of the textbook or educational material to the Department Chair.
- The Department Chair will form an ad hoc committee of the Department faculty members charged with the responsibility to review such requests.
- The Department committee will consider the following in its review:
 - appropriateness of the textbook for the course in question;
 - the extent to which the textbook is used outside the University;
 - the cost effectiveness to the students; and
 - compliance with other University policies.
- The Department ad hoc committee will indicate approval of the use of the textbook on the Adoption Approval and Royalty Disclosure form. If the Department committee does not approve the request, they shall attach reasons for their decision. The faculty author(s) will submit the Adoption Approval and Royalty Disclosure Form to the Department Chair for review and approval.
- If approved, the Department Chair will forward the Adoption Approval and Royalty Disclosure form to the College Dean for review.
- The College Dean will forward the Adoption Approval and Royalty Disclosure form to USTF Curricula and Study Plans Committee for approval.
- The faculty author(s) will be provided with a copy of the signed form.
- Faculty author(s) may appeal the decision to the College Curriculum Committee by submitting the completed and signed Adoption Approval and Royalty Disclosure form plus additional documentation that addresses the reason for denial.
- The College Ad hoc Committee must have a quorum and the decision will be based on a majority of the members present. No further appeals are possible.
- The completed form will be filed in the Department office with a copy in the Dean's Office.
- Approvals are valid for three years.



Faculty and Staff Evaluation Policy

Policy Name	Faculty and Staff Evaluation Policy		
Policy Owner	Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

USTF Annual reviews of faculty and staff will focus primarily on individual merit relative to the performance of assigned duties. The annual evaluation is conducted to provide guidance for continuing and meaningful faculty and professional staff development; to assist faculty in enhancing their professional skills and achieving their professional goals; to refocus academic and professional efforts and to assure that faculty members are meeting their responsibilities to the University. Additionally, the annual review compares an individual's performance to University and college expectations and provides guidance to the faculty member for designing development plans, when needed.

Policy Purpose

The goal of faculty evaluation is to assess faculty performance and reward contribution to the success of students and improve the environment of USTF community. Annual evaluations provide administrators, faculty, professionals and staff an opportunity to meet with their immediate supervisors for a personal review of activities and accomplishments and a planning session for future objectives and goals. Leadership at the unit level can have a most direct and significant effect.

Policy Details and Outlines

a. Faculty Evaluation Policy

- Faculty will be evaluated according to their documented responsibilities, job description, and the ability to meet program, college and University goals related to their areas of responsibility. These documented responsibilities and goals will determine the specific focus of the faculty member's work and evaluation in the three principal evaluation categories: teaching, research and community service.
- A faculty member would typically be expected to devote 40 percent of his or her effort and attention to teaching activities, 30 percent for research and 30 percent to service activities. These percentages may be modified in circumstances including but not limited to: provisional status; reduced teaching loads for department chair or other leadership duties; special assignment or projects, such as accreditation; or where performance concerns have been identified. The modified percentages should be specified in the performance plan.
- The final overall evaluation rating is not meant to be a weighted average of ratings in each category, but should reflect the faculty member's overall performance based on his or her individual responsibilities.
- Compliance with USTF mission, goals and objectives, clearly stated in the University Strategic Plan 2018-2023 is a requirement of all University employees; noncompliance will be an overall negative factor in a faculty member's evaluation.



b. Evaluation Criteria

b.1 Teaching

- The evaluation of teaching will include but is not limited to consideration of student evaluations and direct observation by the college dean. Evaluators should consider all the following components of teaching: class structure and organization; course materials, including syllabi, course outlines, and lesson plans; command of subject matter; demonstrated currency in the field and in teaching methodology; presentation skill; professional and courteous interaction with students; availability to students during office hours; student engagement and promotion of student achievement.
- In addition, the college dean should consider other factors that may be relevant based on the faculty member's job description, responsibilities and individual and college/department goals. These may include, but are not limited to: assessment of student learning; documented teaching and curriculum improvement based on assessment results; incorporation of course, program, and college student learning outcomes; incorporation of student retention strategies and integration of technology into course work as appropriate to the discipline.

b.2 Research

- Examples of research products and creative activity would include: books; journal papers; conference papers; technical reports; invited presentations; posters; and non-confidential intellectual property disclosures and patents.
- In cases where publication success was not or has not yet been achieved, evidence of activity would include: documentation of submissions; and white papers - namely research products which remain internal to the institution. As with teaching materials, a digital file would support the inclusion of non-traditional products of research and creative activity. This might include video materials; Web publication, whether textual or one or more other media; mobile device apps.
- Activities may be documented include: grant or contract proposals prepared and submitted, and in the case of successful proposals, projects managed and responsibilities involved; book prospectuses prepared and submitted, and in the case of successful prospectuses, documentation of progress on the manuscript, and progress on the publisher's schedule; papers written and submitted to journals, conferences, or other publication venues (in the case of successful submissions, the end result would be documented above under "Examples of Products"); and Intellectual property disclosures - when these lead to provisional or full patent applications, progress on the patent application process.



b.3 Service

- Service includes fulfilling the mission and goals of the University outside of the classroom. Components of service to be considered in the evaluation should be based on the faculty member's job description, role, goals and documented responsibilities. These may include but are not limited to departmental service, including curriculum coordination and development, advising and outreach, administrative assignments, and committee work; system, college-wide and campus committee work; sponsoring and participating in student activities and attendance at college activities and events.
- Additional activities may include serving as the college representative on a local board or commission, making community or professional presentations, serving as a liaison to local public and private institutions. Service also includes professional interaction with colleagues, staff and community as typically demonstrated by active engagement, collaboration, and constructive cooperation in department, college and university activities.

c. Faculty Evaluation Procedures

The college dean, with input from faculty and other pertinent staff, will develop procedures for conducting evaluations that will assess each faculty member's proficiency in performing the duties of his or her position. Such procedures will meet the following guidelines:

- Faculty members will develop and submit for dean approval an annual performance plan incorporating teaching and service. Individual performance objectives will be based on the faculty members documented responsibilities and the department and college goals. Plans and associated factor percentages may be modified in the event of a change in faculty role.
- Faculty members shall receive annual performance evaluations from his/her direct head which shall be reviewed by the second level supervisor.
- Faculty members will prepare a brief written summary of their activities for the year and the contribution and outcome of those activities to teaching and service and their performance objectives
- Performance evaluations and ratings shall be narrative - not numerical.
- The three performance ratings are Exemplary, Commendable and Needs Improvement.
- A formal evaluation conference shall be held at least once during each evaluation cycle. A written report of the conference, including supervisor's rationale for the rating, will be provided to the faculty member.
- The faculty member shall have the opportunity to respond to the formal evaluation report for the record.
- A faculty member may petition the college dean for a review of the formal evaluation report within 10 days of receipt of that report. Each college dean will establish guidelines for a prompt review of the appeal; these guidelines may include a requirement that the faculty member seek to resolve the dispute informally with a dean before a review.
- Faculty members must meet the standards for Commendable performance or above in



teaching, research and service to receive an overall rating of Commendable or above.

- Faculty members must meet the standards of Exemplary performance in teaching, research and service to receive an overall rating of Exemplary.
- Only faculty members whose performance rating is Commendable or above are eligible for salary increases.

a. Definitions of Performance Rating

The definitions below are meant to be starting points for colleges to develop more college-specific guidance for each performance rating for faculty and evaluators. Colleges must follow the basic definitions below, but can provide more detail on rating definitions or evaluation methods.

Exemplary

- To receive a rating of exemplary, a faculty member must meet the standards for Exemplary performance in teaching, research and service. Evidence of exemplary performance must be documented within the performance evaluation.
- Examples of the kinds of combinations of qualities or activities an exemplary faculty might demonstrate include, but are not limited to: exceptional skills in both instructional delivery and course design and planning; engaging students at a high level; demonstrating a strong commitment to using assessment data to guide revision of his or her teaching methods to improve student outcomes; leading the integration of new technology into the classroom; or developing new courses or curriculum either in the classroom and online that are of impressive quality.
- For service, exemplary faculty typically perform their department and discipline responsibilities at a high level or take active leadership on specific initiatives that meet significant college or department goals.

Meets Expectation

- To receive a rating of meets expectation a faculty member must meet the standards for commendable performance or above in teaching, research and service, abide by all college guidelines, policies and procedures and meet department, college University goals related to his or her area of responsibility, including performance objectives defined in his or her performance plan.
- Faculty members meeting expectation satisfy basic instructional requirements, including following curriculum guidelines, college and department syllabus policies, assessment requirements and deadlines for schedules and grades. They demonstrate currency in the field and in teaching methodology. They demonstrate skill in both instructional delivery and course design and planning, as well as innovation in teaching methods and a commitment to continuous improvement of student learning outcomes, including meeting college guidelines for assessment of student learning.
- Faculty members meeting expectation engage actively in service such as serving on department and college committees, engaging in department and college functions and activities, advising students as appropriate and demonstrating professional behavior. They also meet the critical duties of their assigned roles.



- A faculty has to meet expectation in teaching, research and services to the University and community.
- If a faculty does not meet expectation he/she shall receive a written letter from the college dean, stating that he/she has to improve his/her performance in order to meet the University expectation in the coming academic year.
- In the next year, if the faculty fails to meet expectation, the renewal of his/her contract will be subject to a decision of University Higher Administration, upon recommendation of the college dean.

Needs Improvement

- A faculty member Needs Improvement when he or she does not meet the criteria of a meets expectation performance rating in teaching, research or service - he or she fails to competently meet the teaching or program management standards outlined above or in college guidelines, fails to provide significant service to the college or department, or violates the expectation of professional and collegial behavior.

d. Staff Evaluation Policy

- The USTF performance evaluation program has been established to enable each Employee to receive regular feedback on his/her job performance, to assist him/her to become more effective in his/her position and to inform supervisors of the Employee's career aspirations.
- The principal objectives of performance evaluation are to
 - evaluate and improve performance,
 - facilitate mutual feedback and communication between the Employee and the supervisor,
 - develop or modify objectives, and the means to implement those objectives,
 - plan Professional Development and Training,
 - ensure Position Descriptions are accurate,
 - provide a basis for salary recommendations.
- The director or manager of the Employee are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis.
- Human Resources is responsible for providing departments with a list of Employees to be evaluated at least two (2) months in advance of the Employees' appointment date. If requested, Human Resources will also provide a copy of a current job description.

e. Staff Evaluation Procedures

- The supervisor and the Employee being evaluated will both fill out the pertinent section of the Employee evaluation form and then meet to review each section of the form in detail.



- After the evaluation interview, the supervisor will complete the evaluation form. The Employee will review the form, add any comments he/she may wish to make, and sign the form. The supervisor will then also sign the form.
- The evaluation form will be forwarded to the next higher administrative level for review, comment and signature.
- Completed and fully signed forms will then be sent to Office of Human Resources with copies routed to the Employee and to departmental files.



Faculty and Staff Disciplinary Policy

Policy Name	Faculty and Staff Disciplinary Policy		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

University of Science and Technology of Fujairah expects all its faculty members to abide by the highest standards of professional ethics and academic honesty in all their activities conducted inside or outside the University campus. In the case of a serious violation of these standards or misconduct, a faculty member may face disciplinary charges and a disciplinary action can be taken against him under the specified procedure, as explained in this document.

1. Policy Purpose

- 1.1 To ensure that faculty and professional staff follow the highest standards of professional ethics and act as role models for students.
- 1.2 To promote academic honesty.
- 1.3 To elaborate acts of misconduct that may result in some disciplinary action.
- 1.4 To describe the procedure for disciplinary action.

2. Policy Statement

USTF expects its faculty members and professional staff to adhere to the generally accepted rules of honesty, good conduct, and fair practice. They are required to perform their duties to the best of their abilities, abide by all laws and regulations, and refrain from any activities that can harm the University's reputation.

In case of misconduct or serious violation of the University's rules and regulations, a faculty member or professional staff may face disciplinary charges.

Disciplinary action shall be taken in accordance with the specified policies and procedures. Serious disciplinary violations may even result in termination of the contract after carrying out a thorough investigation and completing the applicable procedure.

2.1 Academic Honesty

- 2.1.1 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.
- 2.1.2 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.



2.2 Misconduct

- 2.2.1 The University expects its faculty members and professional staff to abide by all rules and regulations and conduct in the best possible manner. The University shall take appropriate disciplinary action if a faculty member or professional staff is found to be involved in a case of misconduct such as, but not limited to the following:
- 2.2.1.1 Continuous failure in realizing the performance criteria.
 - 2.2.1.2 Use of indecent language or resorting to threats when dealing with another person in the workplace.
 - 2.2.1.3 Unauthorized use of equipment inside the University.
 - 2.2.1.4 Disturbing the course of work by adopting an undesirable attitude.
 - 2.2.1.5 Absence without permission.
 - 2.2.1.6 Not abiding by the University policy regarding smoking in the workplace or not abiding by the safety rules.
 - 2.2.1.7 For more serious cases of misconduct such as, but not limited to the following, the University reserves the right to terminate the contract of a faculty at any time it deems appropriate:
 - 2.2.1.8 Refusal to accomplish tasks stipulated upon in the employment contract and/or the internal laws of the University.
 - 2.2.1.9 Submission of false certificates and documents.
 - 2.2.1.10 Professional negligence, which causes material or moral damage to the University.
 - 2.2.1.11 Intentional breaching of the internal published laws of the University.
 - 2.2.1.12 Divulging a professional secret.
 - 2.2.1.13 Any substance abuse
 - 2.2.1.14 Racial or sexual harassment or any other form of harassment to any student, employee or visitor to the University.
 - 2.2.1.15 Committing any act that might compromise an article of the contract or violate the regulations issued by the University from time to time regarding the safety and security of the computers and equipment inside the university.
 - 2.2.1.16 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.
 - 2.2.1.17 Use of indecent words or committing physical actions against someone inside the campus without being in a state of self-defense.
 - 2.2.1.18 Violation of the moral ethics of the UAE society.
 - 2.2.1.19 After receiving a claim of misconduct against a faculty member, the University shall inform the concerned faculty member about what is claimed against him/her and give him/her the proper opportunity to explain his/her position prior to taking any action against the concerned faculty member.



- 2.2.1.20 The University may suspend the concerned faculty member temporarily with pay until the investigation procedures are completed regarding the alleged misconduct of the faculty member.
 - 2.2.1.21 The misconduct claim will be thoroughly investigated by a Committee formed by the University Chancellor. The concerned faculty member will be given full opportunity to defend him/herself, present the evidence, call the witnesses, and submit the arguments orally or in writing. He/she will also have the right of cross-examination.
 - 2.2.1.22 A finding of professional misconduct requires that a majority of the members of the Committee conclude that the faculty member has committed professional misconduct as charged. Otherwise, the charges of misconduct will be considered as unsubstantiated.
 - 2.2.1.23 At the completion of the investigation, the Committee will communicate its findings and recommendations to the University Chancellor who will take the final decision.
- 2.2.2 In case the charges of misconduct are established, the sanctions will include but are not limited to the following:
- 2.2.2.1 censure;
 - 2.2.2.2 a fine or a reduction in salary;
 - 2.2.2.3 suspension from the University without pay for a specified period; and
 - 2.2.2.4 termination of the contract and dismissal from the University.

The type of sanction varies from one case to another depending upon the seriousness of the case and is subject to the consideration of the University based on findings and relevant fact.



Faculty and Staff Appeal Policy and Procedures

Policy Name	Faculty and Staff Appeal Policy and Procedures		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Policy Purpose

- To provide an opportunity to faculty members to request a review of a decision that he/she believes is in violation of due process or misapplication of some policy or procedure and accordingly has adversely affected his/her career.
- To determine whether appropriate procedures were followed in making certain kinds of academic or administrative decisions, rather than to re-evaluate the merits of the decisions themselves.

Policy Statement

A faculty member or a professional staff can file a written appeal to the University Chancellor requesting a review of a decision made by an official of the University. The decision must have directly affected the academic or professional activities of the faculty member as an individual. The appeal will be processed in accordance with the specified procedure of the University and the concerned faculty member will be informed about the final decision after the completion of the process.

Policy Details

- A faculty member has the right to file an appeal requesting a review of a decision related to evaluation, contract renewal, promotion, termination or other important aspect of his/her career and profession.
- An appeal process can be initiated by a faculty member if he/she feels that an academic or administrative decision is based on some violation of academic freedom, violation of due process, or misapplication of some policy or procedure.
- The appeal is not meant to challenge the merits of the concerned policies and procedures, but rather to determine if those policies and procedures were properly applied.
- The final decision on the appeal shall be made by the University Chancellor.

Procedures

- The appellant should file his or her appeal directly to the University Chancellor within 30 days of being notified of the decision that he/she considers to have violated academic freedom or rules of fair evaluation or is based on incorrect application of some policy or procedure.
- After making a preliminary review of the matter, which may include consultations with whomever the University Chancellor deems appropriate, the University Chancellor



may grant the appeal, or remand the matter to a lower administrative level, or refer the matter directly to the concerned College, or reject the appeal if it is found to be without merit. The University Chancellor may also appoint a committee to investigate the matter and report back to him.

- In case the University Chancellor refers the appeal to a committee, the matter will be thoroughly investigated by this committee. For this purpose, the committee shall hold such consultations as it deems necessary to arrive at responsible recommendations consistent with the policies of the University.
- At the completion of the investigation, the committee will prepare a detailed report and submit it to the University Chancellor.
- After receiving this report, the University Chancellor will make the final decision that he deems appropriate.
- The appellant will be informed about the final decision made by the University Chancellor, within a period no longer than 60 days.



Faculty and Staff Grievance Policy and Procedures

Policy Name	Faculty and Staff Grievance Policy and Procedures		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs Vice Chancellor for Administrative and Financial Affairs	Approval Date	

University of Science and Technology of Fujairah (USTF) is committed to providing a workplace with an ambience of mutual respect so that faculty members, administrative staff and students can all work amicably and discharge their duties effectively without any harassment or problems. However, as is natural, disputes may arise from time to time between a faculty member and an administrator or other individual.

In such a case, if the dispute is not resolved informally between the concerned parties, the faculty member may report it to the Dean for his/her intervention. If the Dean's intervention also fails to resolve the dispute to the satisfaction of the concerned faculty member, he/she may proceed to file a formal complaint to the Chairperson of the Grievance and Appeal Committee (GAC) at the university level. In this case, the complaint shall be referred to as "grievance" and the concerned faculty member filing the complaint shall be referred to as "grievant". It is important to note that a grievance may also be filed if a non-action by an administrator has adversely affected the faculty member's terms of contract, academic freedom, or other provisions as stated in the Contract, Faculty Handbook or other published documents of the University.

Policy Purpose

- To make faculty members aware of their right to formally submit a grievance against an administrator or another individual or party concerning any dispute that could not be resolved amicably.
- To explain the procedure for filing the grievance and how it will be processed by the Grievance and Appeal Committee (GAC) of USTF.

Policy Statement

A faculty member is entitled to formally submit a grievance to the Grievance and Appeal Committee (GAC) of USTF if a dispute between the faculty member and an administrator or other individual(s) at the University could not be solved amicably between the two parties. A grievance may also be filed if a non-action by an administrator has adversely affected the faculty member's terms of contract, academic freedom, or some other provisions. The GAC shall determine, if the grievant has been substantially harmed as a result of the filed grievance, and if so, what relief should be given to the grievant.

The University Chancellor appoints members of the GAC and its Chairperson. The findings and recommendations of the GAC will be forwarded to the University Chancellor for necessary action. In making its recommendations, the GAC shall 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.



a. The duties of the Chairperson of GAC shall include the following:

- Provide relevant information to the grievant for filing a grievance.
- Receive the written grievance.
- Arrange for GAC meetings and schedule the hearings.
- Preside over the meetings and ensure the hearings are conducted in accordance with the specified procedure.
- Ensure that all records are maintained.
- Submit the findings of GAC and its recommendations to the University Chancellor.
- Inform the concerned parties about the final decision taken by the University Chancellor.

b. The members of the GAC are responsible for:

- Reviewing the grievance and ensuring that it is complete with all required information and documents.
- Deciding if the grievance does in fact need processing by the GC.
- Hearing the evidence presented by the grievant as well as arguments presented by the defendant(s) and questioning both sides with the aim of finding exactly what happened. This shall also cover the witnesses from both sides and their cross-examination.
- Reaching a decision based on presented evidence, discussions, and cross-examinations and making appropriate recommendations.
- Making sure that confidentiality is strictly maintained.

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

Procedure

- The grievance must be filed within one month after the grievant becomes aware of a substantial violation of his/her rights as stipulated in published documents, including the Faculty Handbook. The Grievance Form is provided in the Faculty Handbook. In filing the grievance, the grievant must provide the following information:
 - A detailed account of the incident, situation or circumstances that caused the grievance. The grievant must specify the party against whom the grievance is filed, and specifically explain how that party has violated his/her rights or affected his/her ability to work in a professional or academic capacity, and accordingly what harm or damage occurred.
 - Explain what informal actions were taken to resolve the dispute. It is required that the grievant mentions the date when he/she informed the Dean about it, and why he/she is not satisfied with the solution, if any, achieved by the Dean. If the Dean was not involved before filing the grievance, the grievant must provide reasons for not doing so.
 - Specify what relief is being sought through the grievance procedure.
 - Provide the name, phone number and e-mail address of each person that he/she would like to call as a witness during the hearing process.
 - Upon receipt of the grievance, the Chairperson of the GAC will conduct an informal inquiry and meet with the grievant to resolve the matter. If the grievance cannot be resolved within two weeks of its receipt, the Chairperson will forward it to the committee members for review, and they will decide if the grievance requires a formal hearing. If it does, the process



for a formal hearing shall be initiated; otherwise, the University Chancellor and the concerned parties shall be informed in writing that the grievance does not deserve a hearing by the GAC as it does not fall within its jurisdiction.

- As a first step in the hearing process, the GAC shall notify the University Chancellor about initiation of the process. It will also inform the concerned parties and provide them with relevant information and documents 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 decision. At the completion of the hearing, the GAC members will deliberate and reach a decision by majority vote. Within one week of the decision made by the GAC, the Chairperson shall present a report to the University Chancellor describing its findings and giving its recommendations. The report shall also include the account of the evidence presented by all parties. It must be noted that the recommendations of the GAC are of an advisory nature only and the University Chancellor makes the final decision. In addition, the report of the GAC may not be used as evidence by either party in a related legal action. After the University Chancellor has made a decision, the Chairperson of GAC shall inform the concerned parties about the final decision.



Graduate Assistants Policy

Policy Name	Graduate Assistants Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Chancellor	Approval Date	

Policy Statement

Graduate assistantships support the University in its teaching, research and service missions, help establish a graduate culture within academic units and provide financial assistance and enhanced educational and developmental opportunities for graduate students. This policy explains the guiding principles, states the basic terms and establishes the administrative authority for all graduate assistantships.

Policy Purpose

To establish the guiding principles, basic terms and administrative authority for graduate assistantships.

Definitions

Appointment. Appointment of a student to a graduate assistantship is the process by which a student is offered and accepts a graduate assistantship.

Full-Time Graduate Student. A graduate student is a full-time graduate student in a given semester or session if and only if the student is registered for 9 or more credits in that semester or session.

Graduate Degree Program. A graduate degree program is an academic program that results in the award of a master's, education specialist or doctoral degree upon successful completion.

International Graduate Student. A student belonging to a foreign country, who is pursuing his graduate education and/or having a role in research activities at USTF.

Semester or Session. Semester or session refers to any of the three basic academic intervals defined by the university: fall semester, spring semester or summer session.

Stipend. A stipend is the total taxable compensation that a graduate assistant is to receive from the university over the contract period of a graduate assistantship. The stipend payment method depends on the exempt or non-exempt classification of the graduate assistantship. Payment of tuition and fees and/or waiver of tuition and fees are not included in the stipend.

Student Account. A student account is the university billing statement assigned to a student and maintained by student financial services.

Termination Date. If a graduate assistantship is terminated prior to the last day of the contract period, the termination date is the last day that the terms of the graduate assistantship are in effect.

Guiding Principles

a. Description:

A graduate assistantship provides financial assistance to a degree-seeking graduate student through a mentored university employment experience. The general nature of a graduate



assistantship is best described as an apprenticeship that consists of a work obligation and educational and developmental activities, all of which are integrated with the graduate degree program of the student.

b. Guidance:

Every graduate assistant must be under the guidance of a supervisor and an advisor.

- The supervisor is an employee of the university with responsibility for assignment, direction and evaluation of the work for which the graduate assistant receives compensation.
- The advisor is a member of the graduate faculty with responsibility for advising the student on academic matters.
- The primary mentors for the graduate assistant are the supervisor and the advisor. Under the mentoring of the supervisor and advisor, a graduate assistant gains experience and learns scholarly, professional and ethical behaviors appropriate to a field of study.
- The supervisor and advisor may be different people or the same person. If the supervisor and advisor are different people, it is essential that they work together to provide consistent guidance to the graduate assistant.

c. Total Effort:

The total effort of a graduate assistant consists of a work obligation and educational and developmental activities.

- **Work Obligation:** The work obligation is work for the university that is assigned by the supervisor and for which the graduate assistant receives compensation in the form of a stipend. The work done by the graduate assistant under the work obligation may be any combination of teaching, research and service duties; this combination of duties may vary over the contract period.
- **Educational and Developmental Activities:** Educational and developmental activities are non-compensated activities in which the graduate assistant participates to meet degree requirements or enhance knowledge, skills and scholarly or professional preparation. Such activities involve any form of course work, learning, study, instruction, training, research, creation, scholarship, or professional practice, are integrated with the graduate degree program of the student, may vary from graduate assistant to graduate assistant in a given program and may or may not earn academic credit.
- **Limits:** The university limits the number of hours assigned by the supervisor to the graduate assistant, but doesn't place limits on the time spent by the graduate assistant on educational and developmental activities. The supervisor and advisor must ensure that the combined demands of the work obligation and the educational and developmental activities are reasonable and do not impede progress by the student toward the degree.

Basic Terms of an Appointment to a Graduate Assistantship

- **Contract Period:** Each contract period of a graduate assistantship must include at least one full semester or session but cannot exceed 12 months in duration.



- **Admission:** A graduate assistant must be admitted to a graduate degree program prior to the start of the contract period and must remain in an admitted status to a graduate degree program during the contract period.
- **Funding Source(s):** The source or sources used to fund a graduate assistantship must be under the control of the university and judged by the university to be appropriate for assistantship support.
- **Budgeted Components:** The budgeted components of a graduate assistantship must include a stipend, payment of tuition and fees and fringe costs.
- **Maximum Average Weekly Time Commitment:** The number of standard hours assigned by the supervisor as the work obligation of the graduate assistant cannot exceed a maximum set by the university.
- **Registration:** A graduate assistant is required to register for enough credit during the contract period to ensure satisfactory degree progress and meet applicable state and federal regulations as interpreted by the university.
- **Student Health Insurance:** Every graduate assistant must be covered by the university student health insurance plan throughout the contract period, unless the assistant opts out of the plan by presenting evidence for equivalent health insurance coverage using procedures specified by the university. A graduate assistant with equivalent health insurance coverage is not required to opt out of the university student health insurance plan.
- **Worker's Compensation:** Every graduate assistant must be covered by appropriate insurance for work-related illness or injury in accordance with university procedures.
- **Other Employment:** A graduate assistant cannot work for the university under any compensable arrangement other than the graduate assistantship during the contract period.
- **Reappointment:** A student who has successfully completed a graduate assistantship may be appointed to a new graduate assistantship at the sole discretion of the university.
- **Multiple-Year Offers:** Although a contract period for a graduate assistantship cannot exceed 12 months, a multiple-year graduate assistantship offer can be made to a prospective student with the understanding that the assistantship contract can be renewed annually pending satisfactory performance, adequate degree progress, and the availability of funding.
- **Termination of a Graduate Assistantship:**
- **Automatic Termination:** A graduate assistantship is automatically terminated by the university in any of the following circumstances: the graduate assistant completes the degree, the graduate assistant voluntarily withdraws or is administratively withdrawn from the degree program, or the graduate assistant resigns the graduate assistantship.

Administrative Authority

- Basic Terms and General Management Procedures
- Local Terms and Management Procedures
- Exceptions for a Graduate Assistantship Awarded to a Specific Student
- The College offering a graduate program, in consultation with the Office of Finance and Council for Academic Affairs (CfAA), have the authority to evaluate and respond to



requests for exceptions to one or more elements of this policy for a graduate assistantship that is awarded to a specific student.



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
UAE	United Arab Emirates
The Ministry	The Ministry of Education - Higher Education Affairs, United Arab Emirates
The University / USTF	University of Science and Technology of Fujairah
The University Chancellor	USTF Chancellor
FPC	Faculty Promotion Committee
The College	The college to which the faculty member applying for promotion belongs.
The Department	The department to which the faculty member applying for promotion belongs.
Jury	A jury of university professors from a similar field of expertise selected from inside or outside the UAE to review and evaluate an applicant’s research papers
Academic Scale	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, unless these papers are published in high-ranked journals. 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).
- 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, unless these papers are published in high-ranked journals. 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)."
- 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

No.	Procedural Step	Deadline
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



Ethics Policy

Policy Name	Ethics Policy		
Policy Owner	Manager, Office of Human Resources	Reviewed	Annually
Approved By	Vice Chancellor for Financial and Administrative Affairs	Approval Date	

Policy Statement

This ethics policy states USTF standards of conduct so that members of USTF community understand the ethical issues related to their actions and behavior. USTF ethics policy affirms its commitment to obey the law of the country, and to perform all activities with integrity and without deception. In addition, it affirms its commitment to preserving the cultural and traditional values of the UAE society.

USTF ethical policy standards:

USTF expects all faculty and staff to adhere to the following ethical standards:

- Conduct themselves with integrity by being fair, honest and treat University community members with dignity and respect.
- Avoid any interest or activity that is in conflict with the performance of their duties and report conflicts of interest which are unavoidable.
- Maintain confidentiality of information and avoid the use of the University information for personal benefit.
- Perform their duties with utmost honesty to serve the University, students and community.
- Preserve, protect and ensure the proper use of University assets and belongings.
- Strive for professional development and help other to develop as well.
- Respect the cultural values and heritage of the UAE society.
- Comply with all the laws, rules and regulations in UAE as well as the policies and regulations of the University.
- Uphold the highest ethical norms in conducting scientific research by preserving the environment and heritage of the UAE society.
- USTF community members should not accept gifts.



5 | Student Policies



Undergraduate Admission Policy

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

This document sets out the University's policy on admissions to accredited undergraduate degree programs, and applies to Admissions Officers and the Dean of Admission and Registration.

Definitions

- **University:** University of Science and Technology of Fujairah (USTF).
 - **Admissions Period:** The period of time during which applicants can submit their admission application to the Office of Admission and Registration.
 - **Application Level:** Admission application category, whether undergraduate, graduate or transfer.
 - **Active Application:** An application that is not marked as "Cancelled", "Expired", "Enrolled", "Rejected", or "Declined".
 - **Admissions Offer Letter:** A letter issued by the Office of Admission and Registration and sent to the applicant notifying him/her that he/she has been admitted in one of the programs he/she has applied for.
 - **Application Rejection Letter:** A letter issued by the Office of Admission and Registration and sent to the applicant notifying them of the rejection of their admission application.
 - **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
 - **Admission fee:** The fee collected to process the admission application.
 - **Admission and Registration Fee:** The fee collected to process a student's application and registration throughout his/her study at the University.
 - **Application ID:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
 - **Seat Reservation Deposit:** This is collected for certain programs in order to confirm the student's acceptance of the offer letter. The deposit is debited from the student's account for future use as part of the tuition fees of the first semester of study.
 - **Dean of Admission and Registration:** The head of the Deanship of Admissions and Registration at the University.
- a. Undergraduate Admissions Requirements:**
- i. Holders of UAE Secondary School Certificate or Equivalent Qualifications:**
 - Applications for admission should be submitted to the Office of Admission and Registration during the admission period.
 - The applicant must possess a Secondary School Certificate (SSC) issued in the UAE, or its equivalent as approved by the UAE Ministry of Education (MoE).
 - Holders of a SSC, Science Section, are eligible for admission in any college of the University if



- they satisfy the minimum score requirement for the degree program as published by each college.
 - Holders of the SSC, General Stream, with a minimum score of 60 percent, are eligible for admission to all degree programs in the Colleges of Business Administration, Information Mass Communication and Humanities, and Law.
 - Holders of the SSC, Literary Section, with a minimum score of 60 percent, are eligible for admission to the following programs which are offered by the other colleges:
 - Bachelor of Education/Teacher Training Program in Arabic and Islamic Studies.
 - Bachelor of Education in Teaching English as a Foreign Language
 - Bachelor of Science in Information Systems
 - Bachelor of Interior Design
 - If the medium of instruction is English, then the applicant should satisfy the English proficiency requirement outlined in **Appendix 1.**
- ii. Holders of Foreign Secondary School Certificates other than British System Certificates**
- Holders of the national high-school certificate of a foreign country are eligible for admission if:
 - The certificate is considered for admission in public universities of the country where it was obtained.
 - The certificate was awarded after at least 11 years of schooling.
 - The certificate includes at least six subjects covering the areas of Mathematics, Sciences, Languages, Social Sciences/Humanities or Arts.
 - Holders of high-school certificates from countries having two-level high-school certificates must submit the certificate of the higher level.
- iii. Undergraduate Admissions Requirements (Holders of British System Certificates (IGCSE, GCSE, GCE))**
- The applicant has passed seven subjects at the ordinary level of IGCSE or GCSE, with a minimum grade of C. If a subject is taken at AS Level or A Level, the required minimum score is reduced to D and E respectively.
 - The seven subjects must cover the four areas of Mathematics, Science, Languages and Humanities or Arts.
 - The applicant must prove that he/she has completed at least 11 years of schooling by providing the grade transcript of Grade 11 and that of Grade 12, when available.
 - The applicant submits his/her school-leaving certificate.
 - USTF is committed to abide by other Ministerial Decrees that may be issued by the MoE, on admission requirements.

b. Admissions Criteria

- USTF Council for Academic Affairs (CfAA) determines the number of students to be admitted to each degree program each semester, according to the university's available resources.
- The decision to admit a student is made on a competitive basis taking into account the number of available seats as determined by the colleges and the applicant's final secondary school examination score.

c. English Language Proficiency (Undergraduate Programs)

- Full admission to programs where the medium of instruction is English is given to applicants who have achieved Level 1 English Language Proficiency (Refer to



appendix 6.1 for a definition of English Language Proficiency levels).

- Students who do not satisfy the above-mentioned minimum English Proficiency requirement may begin their studies with conditional admission.

d. Conditional Admissions (Undergraduate Programs)

- Colleges at their discretion may grant conditional approval to an applicant who doesn't meet the required English Proficiency level for the programs they offer. The applicant will have to fulfill the requirements, and abide by the restrictions, mentioned below.
- Applicants who are in Level 2 of the English Proficiency must obtain a score of 500 in TOEFL or its equivalent within one year. They must also enroll in the Intensive Advanced English Proficiency Program (IEP) offered by the Unit of General Studies.
- Applicants who are in Level 3 English Proficiency must obtain a score of 500 in TOEFL or its equivalent within one year. They must also enroll in the Intensive Intermediate English Proficiency Program (IEP) offered by the Unit of General Studies (UGS).
- Applicants with an English Proficiency Level of 4 or less must obtain a TOEFL score of 450 or its equivalent within one semester. They must also enroll for an English preparation course offered by the Continuing Education Center (CEC).

e. Admission for Transfer Students (Undergraduate Programs)

- Students transferring from other accredited universities have to comply with the following requirements:
 - Transfer is permitted to a similar program as the one studied previously only if the following conditions are satisfied:
 - They have a CGPA of at least 2.0 out of 4 or equivalent.
 - They should not have been the subject of disciplinary dismissal.
 - They meet the English Language Proficiency requirement, if applicable.
 - Transfer is permitted to a different program to the one studied previously only if the following conditions are satisfied:
 - They should not have been the subject of disciplinary dismissal.
 - They meet the English Language Proficiency requirement, if applicable.

f. Re-admission of Former Students

- Students, whose studies have been interrupted for any reason for more than one year, will have to re-apply for admission. To be eligible for re-admission, the applicant has to meet the following criteria:
 - The applicant can only be admitted to the same program he/she was enrolled in if it is still being offered by the University.
 - The applicant was not subject to academic or behavioral dismissal from the University.
 - The applicant was not in unsatisfactory standing with the University.
 - The applicant must satisfy the admission requirements in effect at the time of readmission.
 - The applicant's previous fees, charges and dues owed to the University have been paid.
 - Seats for the program the applicant wants to join are available.

g. Documents Required for Admission

- Application form, which may be obtained from the Admission and Registration Deanship, to be filled in by the applicant
- UAE Secondary School Certificate, or its equivalent, and grade transcript.



- Certified copies are acceptable
- Photocopy of valid passport
- Photocopy of a valid Identity Card (for UAE residents)
- Health certificate, issued by a university doctor
- Certificate of good conduct, issued by an official body
- Six passport-size photographs with the applicant's full name on the back of each
- A written commitment signed by the applicant that he/she will observe university rules and regulations
- If available, a certificate of proficiency in English language, e.g. TOEFL with a minimum score of 500 score, or IELTS (Academic) with a score of at least 5, EmSAT 1100. Institutional TOEFL score is considered only if the test was taken at USTF.

h. Equivalency of Documents

- Newly admitted students are requested to have their documents certified before the end of the first semester of study, otherwise their registration will be cancelled.
 - High-school certificates obtained in the UAE must be certificated by the UAE Ministry of Education.
 - High-school certificates obtained abroad must be certificated by the Ministry of Education, and by either the Ministry of Foreign Affairs of the country of origin and the UAE embassy in that country, or by the embassy of the country which issued the certificate, and by the UAE Ministry of Foreign Affairs. In addition, an equivalency letter of the high school certificate must be obtained from the Ministry of Education in the UAE.

i. Admissions and Registration Fees

- Applications will be processed by the Office of Admission and Registration only after payment of the non-refundable application and registration fees.
- Students admitted to certain programs are required to pay a seat reservation deposit. These programs are those of: Doctor of Dental Surgery, Bachelor of Pharmacy, B.Sc. in Architecture, and Bachelor in Interior Design.
- The deposit should be paid before the end of the deadline mentioned in the offer letter.
- Failure to pay the deposit will result in the offer being withdrawn.
- This deposit is deductible from the student's fee for the semester for which admission was given.
- The finance department sets the fees and deposit amounts.

English Proficiency Levels

- The Office of Admission and Registration should place each application on an English Proficiency Level based on the proven documentation produced by the applicant.
- Full admission to programs where the medium of instruction is English is given only to applicants with a score of at least 500 in the TOEFL (paper-based test), 61 in TOEFL (iBT), EmSAT Achieve English 1100, Band 5 in IELTS (Academic), 41 in (Cambridge English: Advanced Test of English Language), IESOL B1 or 36 in (Pearson Test of English Academic). English Proficiency scores are accepted only if they were obtained less than two years from the admission date. Institutional TOEFL score is considered only when the test is taken at an AMIDEAST center.
- Students who do not satisfy the above-mentioned minimum English proficiency requirement may begin their studies with conditional admission.
- During their first semester, holders of TOEFL, with a score between 450 and 499 or



equivalent, will be required to enroll in the Intensive English Program (IEP) offered by the Unit of General Studies, until they obtain at least 500 in the TOEFL, or its equivalent.

- Admitted students with a score below 450 (TOEFL) or equivalent are required to enroll in an English preparation course (lower level) at the on-campus Continuing Education Center (CEC). However, colleges will reserve a seat for them, for one semester only, if they obtain a score of at least 450 in TOEFL or its equivalent test score at the end of the first semester of registration.

LEVEL	TOEFL	TOEFL IBT	IELTS	Em SAT
L0	> 550	> 79	Band 6	
L1	> 500	< 61	Band 5	1100
L2	> 480 and < 500	> 50 and < 61	Band 4.5	950
L3	> 450 and < 479	> 45 and < 50	Band 4	825
L4	< 450	45	Band 3.5	< 825
L5	None	None	None	



Graduate Admission Policy

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

This document sets out the University's policy on admissions to accredited undergraduate degree programs, and applies to Admissions Officers and the Dean of Admission and Registration.

Definitions

- **University:** University of Science and Technology of Fujairah (USTF).
- **Admissions Period:** The period of time during which applicants can submit their admission application to the Office of Admission and Registration.
- **Application Level:** Admission application category, whether undergraduate, graduate or transfer.
- **Active Application:** An application that is not marked as "Cancelled", "Expired", "Enrolled", "Rejected", or "Declined".
- **Admissions Offer Letter:** A letter issued by the Office of Admission and Registration and sent to the applicant notifying him/her that he/she has been admitted in one of the programs he/she has applied for.
- **Application Rejection Letter:** A letter issued by the Office of Admission and Registration and sent to the applicant notifying them of the rejection of their admission application.
- **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- **Admission fee:** The fee collected to process the admission application.
- **Admission and Registration Fee:** The fee collected to process a student's application and registration throughout his/her study at the University.
- **Application ID:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
- **Seat Reservation Deposit:** This is collected for certain programs in order to confirm the student's acceptance of the offer letter. The deposit is debited from the student's account for future use as part of the tuition fees of the first semester of study.
- **Dean of Admission and Registration:** The head of the Deanship of Admissions and Registration at the University.
- **Admission Requirements for Master's Level Programs**
In accordance with the University requirements for graduate degrees, a candidate to be admitted into the M.Sc. program he/she must fulfill the following minimum requirements:
 - Completion of a recognized baccalaureate degree in a discipline appropriate for the Master's degree. A Higher Diploma is not equivalent to a baccalaureate degree and does not qualify an applicant for admission to Master's programs.
 - A minimum cumulative grade point average of 3.00 on a 4.0 scale, or its established



- equivalent, in the applicant's baccalaureate degree program.
- For programs taught in English, a minimum TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet-Based test, or its equivalent in a standardized English language test, such as 6.0 IELTS or another standardized, internationally recognized test approved by the CAA, with the following exceptions:
 - a native speaker of English who has completed his/her undergraduate education in an English-medium institution and in a country where English is the official language;
 - an applicant with an undergraduate qualification from an English-medium institution who can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the CAA, at the time of admission to his/her undergraduate program.
 - **Conditional Admission Requirements for Master's Level Programs**
 - A student with a recognized baccalaureate degree and a TOEFL score of 530 (197 CBT, 71 iBT) or its equivalent on another standardized test approved by the CAA may be admitted conditionally to a Master's program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study;
 - may take a maximum of six credit hours in the first semester of study, not including intensive English courses;
 - must achieve an overall grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
 - A student with a recognized bachelor degree with a cumulative grade point average between 2.5 and 2.99 on a 4.0 scale, or its established equivalent, and who meets the English language competency requirements for general admission stated in Part I above, may be admitted conditionally to a Master's program. Such a student must meet the following requirements during the period of conditional admission or be subject to dismissal:
 - may take a maximum of nine credit hours in the first semester of study;
 - must achieve an overall grade point average of 3.00 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the Master's program.
 - A student who does not meet the above stated GPA requirement (2.5 or more) but has at least 5 years of relevant documented work experience after his graduation can apply for the program. The number of students admitted under this category must not exceed 10 % of the total number of students of the Master program. A minimum of 550 on paper based TOEFL or 6 on IELTS (or its equivalence) is required. Institutional TOEFL score is considered only if the test is taken at USTF.
 - Holders of a Bachelor degree, with a CGPA 3.0 or more out of 4.0, in another field may apply to the Pre-Master foundation program, which is composed of a set of 3 to 5 undergraduate courses at USTF, depending on the curriculum of their Bachelor degree. They will be admitted in the Master program if they obtain at least a CGPA of 3.0 in the pre-tailored foundation program. Enrolment in the Pre-Master foundation program requires at least 500 TOEFL score or its equivalent.



- **Admission Requirements for Professional Graduate Diploma Program in Teaching**

An applicant is eligible for the admission into the Professional Graduate Diploma in Teaching if:

- He/she holds a Bachelor's degree from a UAE-recognized university with a minimum cumulative GPA of 2.
- The Bachelor degree of the applicant is in one of the following fields: Arabic Language, Islamic studies, English Language or Translation, IT, Mathematics, Biology, Physics or Chemistry.

- **Re-admission of Former Students**

Students, whose studies have been interrupted for any reason for more than one year, will have to re-apply for admission. To be eligible for re-admission, the applicant has to meet the following criteria:

- The applicant can only be admitted to the same program they were studying in if it is still being offered by the University.
- The applicant was not subject to academic or behavioral dismissal from the University.
- The student was not in unsatisfactory academic standing
- The applicant must satisfy the admission requirements in effect at the time of readmission.
- The applicant's previous fees, charges and dues owed to the University have been paid.
- Seats for the program the applicant wants to join are available.

- **Documents Required for Admission to a Graduate program**

Application form, which may be obtained from the Admission and Registration Deanship, to be filled in by the applicant

- UAE Secondary School Certificate, or its equivalent
- Certified copy of the Bachelor degree certificate or its equivalent,
- Certificate copy of the grade transcript
- Certificate of proficiency in English language, e.g. TOEFL with a minimum score 550 in TOEFL or its equivalent
- Photocopy of valid passport
- Ac copy of UAE ID card for UAE residents
- Health certificate, issued by a university doctor
- Certificate of good conduct, issued by an official body
- Six recent passport-size photographs
- Two reference letters
- A written commitment signed by the applicant that he/she will observe university rules and regulations.
- USTF does not take into consideration Institutional TOEFL scores obtained in another institution.
- If the Bachelor degree is obtained abroad, the applicant must apply for Equivalency of the his/her degree at the Ministry of Education (MoE), UAE.



- **Equivalency of Documents**

Newly admitted students are requested to have their documents certified before the end of the first semester of study, otherwise their registration will be cancelled.

- Bachelor Degrees obtained in the UAE must be certificated by the MoE, UAE.
- Bachelor degree obtained abroad must be certificated by the MoE, and either by the Ministry of Foreign Affairs of the country of origin and the UAE embassy in that country, or by the embassy of the country, which issued the certificate, and by the UAE Ministry of Foreign Affairs.
- The certificate must be equated by the Ministry of Education.

- **Admission Validity**

Admission to a Graduate program is valid for a full semester.

- **Admissions and Registration Fees**

- Applications will be processed by the Office of Admission and Registration only after payment of the non- refundable application and registration fees.
- Students admitted are required to pay a seat reservation deposit. The deposit should be paid before the end of the deadline mentioned in the offer letter.
- Failure to pay the deposit will result in the withdrawal of the admission offer.
- This deposit is deductible from the student's fee for the semester for which admission was given.
- The finance department sets the admission and seat reservation fee.



Transfer Admission Policy

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

This document sets out the University's policy on admissions to accredited undergraduate degree programs, and applies to Admissions Officers and the Dean of Admission and Registration.

Definitions

- **University:** University of Science and Technology of Fujairah (USTF).
- **Admissions Period:** The period of time during which applicants can submit their admission application to the Office of Admission and Registration.
- **Application Level:** Admission application category, whether undergraduate, graduate or transfer.
- **Active Application:** An application that is not marked as "Cancelled", "Expired", "Enrolled", "Rejected", or "Declined".
- **Admissions Offer Letter:** A letter issued by the Office of Admission and Registration and sent to the applicant notifying him/her that he/she has been admitted in one of the programs he/she has applied for.
- **Application Rejection Letter:** A letter issued by the Office of Admission and Registration and sent to the applicant notifying them of the rejection of their admission application.
- **Waiting List:** A list in which the college temporarily places students until a seat for the selected program is available. Only students who opted for the waiting list on their application can be placed on the list.
- **Admission Fee:** The fee collected to process the admission application.
- **Admission and Registration Fee:** The fee collected to process a student's application and registration throughout his/her study at the University.
- **Application ID:** A generated number, to be used as a password, to track the status of the submitted application before a decision is taken.
- **Seat Reservation Deposit:** This is collected for certain programs in order to confirm the student's acceptance of the offer letter. The deposit is debited from the student's account for future use as part of the tuition fees of the first semester of study.
- **Dean of Admission and Registration:** The head of the Deanship of Admissions and Registration at the University.

a. Transfer admission of undergraduate students in good academic standing

A Student from accredited institutions of higher education may apply for admission in an USTF program in the same field of study if:

- The former institution is recognized by the MoE, UAE
- The student has been in good academic standing i.e.: Cumulative Grade Point Average (CGPA) is a least 2.0 on a scale of 4.0, or the equivalent,
- The student has not been the subject of disciplinary dismissal.
- The student is holder of a High School Certificate which is eligible for admission to



USTF undergraduate programs

b. Transfer admission of undergraduate students who were not in good academic standing

A student, who was not in good academic standing in an accredited institutions of higher education, may apply for admission in an USTF program in a different field of study if:

- The student has not been the subject of disciplinary dismissal.
- The student is holder of a High School Certificate which is eligible for admission to USTF undergraduate programs
- The student satisfies the minimum academic requirements for admission to the program applied for.

c. English Language Proficiency requirements

- If the student was admitted at his/her previous university based on the Institutional TOEFL, he/she will be requested to re-take TOEFL test at USTF.
- If the student was disconnected from his studies, his non- Institutional TOEFL score will be considered only if it was obtained in less than two years at the date of the beginning of the first semester of study at USTF.

d. Requirements for Transfer of undergraduate courses

- The transfer of credited courses is considered for a student who is transferring to a similar program to the program studied previously if:
 - his/her cumulative grade point average was at least 2.0 on a scale of 4.0, or the equivalent
 - the number of credit hours for the course is not less than that of the USTF equivalent course
 - the grade obtained on the previous course must have been at least C (or the grade that corresponds to “Merit/Good” for institutions using a different grading scale)
 - the course content at the institution previously attended should be similar to that of the corresponding course offered at USTF.
- If the transfer is accepted in a program in different field of study because the CGPA was less than 2.0, the transfer of a course may be considered only if:
 - The course is a General Education course
 - the number of credit hours for the course is not less than that of the USTF equivalent course
 - the grade obtained on the previous course must have been at least C (or the grade that corresponds to “Merit/Good” for institutions using a different grading scale)
 - the course content at the institution previously attended should be similar to that of the corresponding course offered at USTF
- If a student meets these transfer conditions but is unable to submit the course content that was covered previously, he/she may sit an examination set by the College (after payment of a fee). The examination result will be used to determine whether the course will be transferred or not.
- The maximum number of credit hours that could be transferred must be less than 50% of the credit hours that are required for graduation.
- The majority of the final thirty credit hours must be completed at USTF.
- Grades obtained in transferred courses at the previous institution will not be taken into account in the computation of the CGPA at USTF.



e. Transfer of Graduate Students from Accredited Institutions

A Graduate student may apply for Transfer admission in an USTF Graduate program in the same field of study if:

- The program and the previous institution are recognized by the MoE, UAE.
- The student has been in good academic standing, i.e.: his/her Cumulative Grade Point Average (CGPA) is at least 3.0 on a scale of 4.0, or the equivalent,
- The student has not been the subject of disciplinary dismissal.
- The student satisfies the minimum admission requirements to the graduate program applied for.

f. English Proficiency requirement for graduate programs

- Any transferred graduate student is required to prove that he/she passed TOEFL test with at least 550 score or its equivalent in its previous graduate program.
- If the student was admitted at his/her previous university based on the Institutional TOEFL, he/she will be requested to re-take TOEFL test at USTF.

g. Course transfer in Graduate programs

- The transfer of credited courses may be considered if:
 - The cumulative grade point average was at least 3.0 on a scale of 4.0, or the equivalent
 - the number of credit hours for the course is not less than that of the USTF equivalent course
 - the grade obtained on the previous course must have been at least B (or the grade that corresponds to “Merit/ very Good” for institutions using a different grading scale)
 - the course content at the institution previously attended should be similar to that of the corresponding course offered at USTF
- Only grades obtained from courses taken at USTF will be taken into account in the calculation of a student’s CGPA, i.e., grades obtained from transferred courses at the previous institution will not be taken into account in the computation of the CGPA.
- The number of credit hours that could be transferred should not exceed 25% of the total number of credit hours of the program.
- The transferred courses should not constitute the majority of courses (excluding the thesis/dissertation) of the 2nd year of the program.

h. Documents Required for Course Transfer

- A Certified copy of the Transcript.
- A certified copy of the detailed course description of the course that includes the learning outcomes of the course.
- The transferred credit hours will be shown on the Transcript only if verification certificate of the former transcript is received from all previous institutions. Also, credit will not be given twice for substantially the same course taken at two different institutions.



Advanced Standing Policy and Procedures

Policy Name	Advanced Standing Policy and Procedures		
Policy Owner	College Dean	Reviewed	Annually
Approved By	Dean of Admission and Registration	Approval Date	

Objective

The objective of Advanced Standing (AD) or Prior Learning Assessment and Recognition (PLAR) is to assess the education and learning experience of newly enrolled students at the time of their joining (USTF) and determine if they may receive credit based on their current level of knowledge, skills and competencies. It is an educational initiative that provides newly enrolled students an opportunity to identify, demonstrate, and gain recognition for what they already know and can do. It allows them to obtain credit for university-level knowledge and skills gained outside the classroom and/or through other educational programs. PLAR uses valid, rigorous assessment methods consistent with USTF policies and procedures to ensure that learning worthy of credit has taken place.

Advantages

Some of the advantages of the PLAR are:

- validating appropriate learning gained through work and life experiences
- identifying areas of competence and areas requiring further study
- reducing time and expense to acquire a degree
- allowing for more appropriate learner placement in programs
- increasing accessibility to a broad range of students
- providing an important service for the community

Policy

- USTF shall recognize prior learning of applicants who have acquired significant learning through work and life experiences which may be equivalent to some University courses.
- For appropriate recognition, the learning should be current, relevant to the course and of sufficient breadth and depth to ensure university level learning.
- For obtaining credit for prior learning experience, applicant's knowledge, skills and competencies shall be weighed against course descriptions and their learning outcomes.
- A maximum of 12 credit hours can be gained through PLAR.
- For every course that has been successfully recognized against prior learning experience, a grade of 'S' (Standing) shall appear on the transcript. For all such courses, the course classification will be coded as 'PLAR'.
- PLAR courses shall not be used in determining the cumulative GPA.
- In case of unsuccessful recognition, the applicant may submit another application after a delay of at least six months by providing additional learning experience and demonstration of knowledge, skills and competencies.
- Unsuccessful applicants have the right of appeal to the College Dean whose decision will be final.

Procedures

- An applicant shall complete a PLAR application form providing complete details of



his/her prior learning experience and suggest courses for which credit may be granted to the applicant. The complete application form, along with all supporting documents and evidence as well as receipt of PLAR processing fee, shall be submitted to the Office of Admission and Registration.

- In filling the PLAR application, the applicant can get assistance from his/her academic advisor.
- The Dean of Admission and Registration shall forward the application form along with supportive documents to the College Dean who shall provide it the Head of Department (HOD) for evaluation and recognition.
- The HOD shall form an ad-hoc committee in the department to study the case.
- The Committee shall determine the assessment tools for assessing prior learning of the applicant. These may include one or more of the following: written/oral exams, projects, assignments, interviews, skill demonstration or portfolio review.
- The Committee can ask the applicant to submit other documents or evidence, as required.
- When the applicant has been assessed, the Committee shall complete an Assessment Evaluation form and submit it to the HOD. This form will list all the courses for which credit has been granted. It shall also list separately the courses for which the applicant requested the credit but no credit was granted by the Committee.
- The HOD, after approving the recommendations of the Committee, will provide the Assessment Evaluation form to the Dean. The HOD can ask the Committee to explain its recommendations and reasons behind its decisions. He/she can also ask the Committee to reconsider its recommendations.
- The Dean will submit the Assessment Evaluation form to the Office of Admission and Registration, who will inform the student with the college decision.

If an applicant is not satisfied with the decision of the ad-hoc committee and the HOD, he/she can file an appeal with the College



Prior Learning Assessment and Recognition Policy

Policy Name	Prior Learning Assessment and Recognition Policy		
Policy Owner	Vice Chancellor for Academic Affairs	Reviewed	Annually
Approved By	Council for Academic Affairs	Approval Date	

Introduction

The objective of Learning Assessment and Recognition (PLAR) is to assess the education and learning experience of newly enrolled students at the time of joining University of Science and Technology of Fujairah (USTF) and determine if they may receive credit based on their current level of knowledge, skills and competencies. It is an educational initiative that provides newly enrolled students with an opportunity to identify, demonstrate and gain recognition for what they already know and can do. It allows students to obtain credit for university-level knowledge and skills gained outside the classroom and/or through other educational programs. PLAR uses valid, rigorous assessment methods consistent with USTF mission and goals to ensure that learning worthy of credit has taken place. Some of the advantages of PLAR are that it:

- validates appropriate learning gained through work and life experiences;
- identifies areas of competence and areas requiring further study;
- reduces time and expense to acquire a degree;
- allows for more appropriate learner placement in programs;
- increases accessibility to a broad range of learners; and
- provides an important service for the community

Policy

- USTF shall study recognition of prior learning experience of applicants who have acquired significant learning through work and life, which may be equivalent to some University courses. ***This includes credit transfer of courses taken in an accredited program (formal learning), informal learning, and non-formal learning.***
- For appropriate recognition, the learning should be current, relevant to the course and of sufficient breadth and depth to ensure university level learning.
- For obtaining credit for prior learning experience, applicant's knowledge, skills and competencies shall be weighed against course descriptions and their learning outcomes.
- USTF Council for Academic Affairs (CfAA) shall formulate a policy defining the credit hours which can be gained through PLAR. ***In all cases, credits granted through RPL must not exceed 50% of the total completion requirements including credit transfer of formal learning.***
- For every course that has been successfully recognized against prior learning experience, a grade of 'S' (Standing) shall appear on the transcript. For all such courses, the course classification will be coded as PLAR.



- PLAR courses shall not be used in determining the Cumulative Grade Point Average (CGPA).
- Unsuccessful applicants have the right of appeal to the College Dean, **who will transfer the applicant's appeal to an Appeal Committee. The Committee shall review appeal and make recommendation to the Dean whose decision will be final.**

Procedures

- An applicant shall complete a PLAR application form providing complete details of his/her prior learning experience and suggest courses for which credit may be granted to the applicant. The complete application form, along with all supporting documents and evidence as well as receipt of PLAR processing fee, shall be submitted to the Office of Admission and Registration.
- In filling the PLAR application, the applicant can get assistance from his/her academic advisor.
- The Dean of Admission and Registration shall forward the application form along with supportive documents to the College Dean who shall send it to the Head of Department (HOD) for evaluation and recognition.
- The HOD shall form an ad-hoc committee in the department to study the case.
- The Committee shall determine the assessment tools for assessing prior learning of the applicant. **The evidences may include authenticated certificates of informal learning, portfolio, projects, but in all cases the student has to sit for and pass a challenge exam for each course he/she is asking to be waived.**
- The Committee can ask the applicant to submit other documents or evidence, as required.
- When the applicant has been assessed, the Committee shall complete an Assessment Evaluation form and submit it to the HOD. This form will list all the courses for which credit has been granted. It shall also list separately the courses for which the applicant requested the credit but no credit was granted by the Committee.
- The HOD, after approving the recommendations of the Committee, will provide the Assessment Evaluation form to the College Dean. The HOD can ask the Committee to explain its recommendations and reasons behind its decisions. The HOD can also ask the Committee to reconsider its recommendations, **and provide justification for their final decision.**
- The Dean will submit the Assessment Evaluation form to the Office of Admission and Registration. The student will be informed accordingly by the Office of Admission and Registration. **The Appeal case may be considered by an Appeal Committee whose decision is final.**



Student Records Policy

Policy Name	Student Records Policy		
Policy Owner	Dean of Admission and Registration	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

This document sets out USTF's policy on the collection, use and disclosure of personal information that forms part of the official student record. It applies to the Office of Admission and Registration and all other academic and administrative units that are primary and secondary custodians of specific data collected and stored about the students of the University.

Student Records

- University of Science and Technology in Fujairah creates and maintain academic record for each student who is admitted in the University. This record shall be created at the time of admission, and shall be maintained throughout the duration of the student's enrollment as the official record of the student's academic activities, transactions, performance, and achievements.
- Academic transcript represents is the transactional certification of the student's performance and academic status within the University including degrees awarded.
- The Student Information System (SIS) is the University's official repository of student academic records. Only the Office of Admission and Registration can modify student information. Any request to access the Student Information System must get the approval of the Dean of Admission and Registration.
- Depending on their roles and responsibilities, faculty, staff, and students might be authorized to have access to SIS to perform certain student academic transactions as appropriate.
- The Office of Admission and Registration is the Custodian of student academic records and data, and the Custodian of Student Information System (SIS).

Maintenance and Back-up of Student Records

- Hardcopy of student records are stored in a secure, fireproof cabinet on University premises.
- The University maintain a digital copy of student records (view IT pack up policy for digital copies)

Retention and disposal of records

- Hard copy of students' files will be kept by USTF.
- The hard copy of the final course marks will be kept by USTF.
- The final examination papers are kept by the Department for two semesters.



Permanent Academic Record

A permanent academic record reflecting the academic achievement of the student who registers at USTF is maintained by the Office of Admission and Registration.

a. Student Records:

All documents submitted to the University in support of an applicant for admission become the property of University of Science and Technology in Fujairah and, as such, become under the control of the Office of Admission and Registration. The University is not required to provide (or allow the making of) copies of these documents.

Transcripts from other institutions submitted to USTF for admission or credit transfer become the property of USTF and cannot be returned to the student or forwarded to other institutions.

b. Permanent student record file includes:

Administrative documents:

- High School certificate, and grade certificate, equivalency certificate (when applicable)
- Passport's copy, Health certificate, Conduct certificate, and Photos
- Application form, any eventual undertaking.
- Address of the student

Academic documents

- Grade transcript for each semester and timetable of registered courses.
- Transfer credit information including names and dates of attendance at other post-secondary institutions, courses taken and credit hours and final grades earned, degrees, diplomas, and other awards, and related information.
- Degrees and awards earned including date awarded, degree, College, major(s) and minor(s) and CGPA.
- Academic disciplinary information, if applicable.
- Any requested transaction such as: form of transfer to another major, add and drop form, suspension of study, request of transfer of courses and original transcript, complaint about a grade, incomplete request, absence warning, etc...

Electronic copy of student records contains the following:

- Personal information including information about high school certificate.
- Status of the student (regular, suspended, dismissed).
- All academic transactions:
 - Grades and registered courses in each semester
 - Grade Transcript
 - All financial transactions.

Security and confidentiality

- University of Science and Technology in Fujairah safeguard the privacy of students and confidentiality of their academic records.
 - Individuals with access to protected student academic records have an affirmative responsibility not to release that information to any third party.



- Relevant offices with access to student academic records may not release any information without the prior consent of the student.
- Only authorized staff can execute result of grade complaint, or change spelling of the student's name. Furthermore, the Dean of Admission and Registration has an information system that detects any eventual change of grades on the system. The history of all transactions can be traced.

Access to and disclosure of Information

- Consent to disclosure of personal identification is within jurisdictions of UAE federal laws. The following are some exception, which permit disclosure without consent:
 - Disclosure to university official with legitimate educational interest.
 - Parents are given access to the student academic record unless the student requests otherwise and parents will be informed accordingly.
 - Sponsors are given access to the student academic record unless the student requests otherwise, sponsors will be informed accordingly.

Non-Academic Student Records

- The University maintains non-academic student records in other departments interacting with students.
- Use, confidentiality, and access to such records are determined by the University department responsible for the service, activity, or function involved.

Student Record Retention and Disposal

USTF is committed to protecting the security and confidentiality of protected information created or received in the course of business. The University's Record Retention Schedule prescribes the length of time that records created or received by the University must be retained. Once record reach the end of the scheduled retention period, they should be disposed off. Records disposition is the final phase of a record's life cycle. This policy outlines the appropriate methods for disposing of University records slated for destruction.

b. Items removed from student file upon graduation or withdrawal

- Add/drop forms (removed after submitting the clearance form)
- Letters of recommendation
- Correspondence not related to academic progress
- Acceptance letter
- Academic actions unrelated to academic honest.
- Letter of good conduct
- Medical report.

c. Items retained permanently in student file

- Application for admission or readmission
- Transcripts from other Universities
- Transfer credit requests that are rejected
- Entrance exams and test score reports (not applicable)



- Requests for course withdrawal
- Name change authorizations
- Transfer credit approvals
- TOEFL/ IELTS scores
- Degree audits
- Name change authorizations (repeated).
- Transfer credit approvals (repeated).
- Final transcript
- Information pertaining to academic honesty or violations of academic honesty policy
- Passport copy
- Photos
- Letter of good conduct (removed)
- Copies of high school certificates
- Medical report (removed).

Destruction/Disposal Guidelines

The disposal of student records must occur in accord with retention schedules, after destruction approval is granted and then in a secure manner. Any document (paper, form, report, etc.) that contains personally identifiable student information, even if it is not considered to be an official student record, cannot simply be placed in the trash. The appropriate method should be chosen for each office based on the volume of materials and the availability of shredders or recycling bins.

Shredding: any document with personally identifiable information can be shredded and then placed either in a recycle bin or in the trash.

Burning: any document with personally identifiable information can be burned.

Student Assessment Records

The main database of student results is SIS which is managed by Admission and Registration. The Office of Admission and Registration retains permanently as archives the grade results of all courses. Official transcripts of results are generated by the SIS, based on the data supplied to it by faculty members. Many other records related to students are retained in the University student file administered by the Office of Admission and Registration.

Notwithstanding the paramount importance of the centralized record keeping systems, academic units generate and accumulate significant records relating to student' progress and these need to be managed appropriately. Work completed by students for assessment, including essays, assignments, presentations, examination scripts, but not theses, need to be retained for a minimum of one semester (final exam papers are kept for a minimum of one academic year) before being destroyed.

This is the period set by the Academic and Scientific Council resolutions. Copies of theses for higher degrees are retained in the University Library.



Student result records

Although the official results records are those maintained by the Office of Admission and Registration. Academic units will have local records of students' achievements in particular components of a unit of study or course. Such records must be kept for a minimum of one year. Records of changes to assessment results should be attached to the University results file.

Teaching

Most course delivery records retained locally in academic units need only to be retained as long as they are needed for teaching or administrative purposes. This includes course notes, study guides, reading lists, assignments etc. Records relating to teaching policy matters are required as University Archives.

Electronic Information

Disposition of electronic information must be performed in a manner that protects private or confidential information. The sale, donation, scrapping, or internal University transfer of computers or other electronic devices requires the secure destruction of information contained on the computer or electronic device.



Student Information Release Policy

Policy Name	Student Information Release Policy		
Policy Owner	Dean of Admission and Registration	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

This document purpose is to outline the university's commitment to protect all members of the university community and ensure compliance with all applicable regulations.

USTF releases information in accordance with the following guidelines:

- The following may request information from USTF database in support of approved activities. Those departments and units include but are not limited to:
 - Administrative units of USTF
 - Academic units of USTF
 - Higher Administration
 - Student Affairs Deanship
 - Career Development Center
 - Alumni Office
 - Law enforcement agencies.
 - Academic screening agencies (consent of the graduates).
- All requests from anyone else seeking information on another person will be forwarded to the Dean of Admission and Registration so that he/she can decide whether to contact the requestor.
- The office may release pass/non-pass grade information to student sponsors to facilitate their payments of USTF coursework.
- The office will release student identification, contact, and other related information to the other department e.g. Student Affairs Deanship so it can:
 - Offer Society membership to new students.
 - Invite new students to its Meetings and Seminars.
 - Announce Deanship's sport and cultural activities.
- The office will release students' names, addresses, and information on examinations passed to colleges, department and class lecturers so they can monitor class pass ratios, or recognize educational achievement.
- The office does not release students' contact information to third parties for marketing purposes.
- Bachelor/Master/ Diplomas and certificates are the personal property of students. Upon program completion, a diploma or certificate is handed directly to the student unless the student authorizes its release in writing to another person or entity.
- The Dean of Admission and Registration may publish a list of the academically warned students for the University and may publish other lists in USTF's news site or media for recognition purposes.
- All requests for information from members of the media must be referred to the Office of External Relations and Cultural Affairs and Director of Internationalization. (not available at USTF)



- Following is information that may be released from the office of Admissions and Registration database: Information available for release is limited to:
 - Full name
 - Address and telephone number
 - Degree(s) and date of degree(s) awarded by USTF
 - Grade obtained (CGPA)
 - Employer address and telephone number
 - Email address
 - Fax number(s)
 - Miscellaneous comments, awards.
- ***Formats available for distribution of information.*** Information may be obtained in the form of lists, USP, and downloads by authorized University representatives in support of approved activities.
- It is the responsibility of the unit requesting information to maintain the absolute confidentiality of that information as specified in this policy statement.
- ***Compliance with the above policy.*** Failure to abide by any of the regulations stated within this policy may result in denial of access to information contained in the Admissions and Registration database.



Career and Placement Services Policy

Policy Name	Career and Placement Services Policy		
Policy Owner	Manager, Training Center	Reviewed	Annually
Approved By	Deanship of Student Affairs	Approval Date	

The main purpose of this policy is to train senior students and graduates to explore and attain their career goals, connect them to information resources related to job market in the UAE and the region so that they can become more knowledgeable about jobs and occupations, and assist them to become active managers of their career path and lifelong learners

Definitions

Career and Placement Services Office: Career and Placement Services Office at USTF was established to cater for the career counseling needs of students and alumni alike. Organizationally, the office works under the auspices of Deanship of Student Affairs, and embrace the mission to educate and serve USTF students and Alumni to successfully identify, plan and pursue their career goals. In doing so, the Career and Placement Services Office supports USTF 's mission in providing quality services to its students and community by enhancing their employability potential as well as by liaising with prospective employers. This is done in coordination with the Continuing Education Center (CEC) at USTF.

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

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

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

Policy Statement

USTF Career and Placement Services Office is set to achieve the following objectives:

- To assist students and graduates to make decisions, setting goals and making plans as far as career is concerned.
- To assist students upon entry in selecting course offerings most relevant to their career aspirations and interests.
- To raise students' awareness of possible options for planning post-graduation phase.
- To direct students and graduates to supplementary skills necessary to meet evolving job requirements.
- To signpost students and graduates to resources available for job search.
- To assist students and graduates in acquiring skills necessary for effective job search.
- To post job ads electronically and on signboards campus-wide.
- To provide USTF with job-market information to assist in academic planning.



- To establish relations with employers on a win-win basis whereby the CPS at USTF will help in providing necessary logistics for on-campus recruitment or for CV screening processes.
- To liaise with businesses, government and organizations for possible internship, voluntary or part-time opportunities for students and graduates.
- To establish a plan for assessing the performance of career services and activities.

Policy Content and Guidelines

- The CPS is USTF 's body responsible for achieving the objective of this policy by drawing on a developmental approach to career counseling. It recognizes the evolving nature of the present day job-market and acts accordingly. Thus, the CPS is set to be a mechanism to provide support to USTF students and graduates in establishing career directions. This can be done through assisting them to identify and learn the skills by which they can be more effective in planning for and choosing jobs, and in making successful transition. Additionally, the increasing fragmentation of career traditional model has brought about the need for life- long learning skills and the ability to make well-informed decision regarding one's career change.
- From this perspective the CPS is planning to develop guidance curricula specifically designed to address main issues in matters related to careers. Possible topics will include decision-making process, personality analysis, values and attitudes, career planning, training options available nationally and internationally, job search techniques and resources, among others. The list of topics is subject to consultation with Deans and Heads of departments in order to meet concerns and specific needs of students and graduates of different academic programs offered at the University.
- The career curricula program will be two-fold; one is destined to student at pre-entry level and is hosted in the Unit of University Requirements at the College of Education and Basic Sciences. It is conducted by a faculty, who assists pre-entry students in making an informed decision about the right academic program that suits their professional ambitions and interests. The second program will be hosted at the CPS and it will be destined to junior, graduating students as well as Alumni. Particular focus will be on matters linked to career decision making, supplementary skill development, job search techniques, resume and application letter writing, interviewing skills, planning and so forth. The delivery of some lectures can be devolved to former USTF graduates or to people from the business circles who can enlighten students about their experience, talk about the existing career opportunities and inform them about the most sought- after skills in the market.
- These activities will be structured following two distinct ways: through group sessions or through individual or small group settings. Other measurement tools, like questionnaires, planned interviews, an aided-computer matching program and other guidance software kits will be made available to supplement the lecturing content.



- The second main area of the CPS intervention relates to career placement and more particularly employer liaison. It will include such activities as organizing selection interviews on campus, arranging employer presentations, organizing careers fairs and collecting, posting and disseminating vacancy information.
- Other plans involve encouraging entrepreneurial initiatives and self-employment. For this, the CPS in collaboration with the USTF Alumni Office has in plan to invite on regular basis financial institutions that are willing to sponsor USTF graduates' start-ups.
- For assessment of the performance of the CSP towards achieving the objectives of the career service policy, the office has developed a mechanism for continuously assessing its performance. For this, the CPS prepares annual reports destined to the University top management and to its direct community of students, graduate and its employers' network. Other tools of self-assessment involve keeping statistical records on attendance, student feedback, and evaluation sheets subsequent to counseling or placement activities. The CPS aspires to cooperate with USTF's Office of Institutional Planning and Effectiveness (OIPE) for more measurable benchmarks against which the CPS can evaluate its performance and eventually plan.



Student Career Advancement Program Policy

Policy Name	Student Career Advancement Program Policy		
Policy Owner	Manager, Training Center	Reviewed	Annually
Approved By	Deanship of Student Affairs, Vice Chancellor for Academic Affairs	Approval Date	

This document sets out the University's policy, which regulates USTF career advancement programs within the University for all enrolled university students and graduates. Since its inception, USTF has supported the concept of student training program, and this training will involve activities that will support student career and will not result in any displacement of students or impair existing academic status. In addition, accepting students in any department within the university does not suggest or guarantee a full time position within the Office structure.

Definitions

Trainee Student: USTF Student who is registered in undergraduate or postgraduate program within USTF and looking to acquire further practice/experience for the future career advancement.

Graduate Trainee Student: USTF Student who has completed all required courses and looking to acquire further practice/experience for the future career advancement.

Line Manager: Dean of the College, Department Head, Director or Manager.

Policy Statement

- All training opportunities will be announced by the Training Center.
- Training opportunities priority will be given to UAE national students/Graduate Trainee Students and then to other USTF Trainee Students.
- Training requests should be submitted by the student based on an advancement opportunities offered by the Line Managers.
- Line Managers should assign annual budget for student training purposes.
- All students will be required to complete a selection procedure, which will assess them against a range of specified criteria. The selection process is based primarily on several carefully considered factors such as HR assessment, student records, and Dean's feedback of capability to assume responsibility, experience, knowledge, skills, related qualifications, and career interests. These factors will be considered against the availability of opportunities and the qualifications of other students.
- The maximum hours a Student may work during the academic year is four hours per day.
- The maximum hours a Graduate Trainee Student may work during the academic year is eight hours per day.
- USTF may grant a lump sum amount for the students as an appreciation incentive for the period of the training.
- Enrolled students will receive AED 23 per hour.



- Graduate students (Except Engineering Graduates) will receive an AED 30 per hour.
- Engineering Graduate students will receive an AED 42.6 per hour.

Procedures

- At the beginning of each semester, the Training Center will send a memo to all USTF departments who have Student career advancement opportunities.
- Line Managers must complete the Student Career Advancement Requisition Form and submit it to the Training Center.
- After receiving the feedback from concerned Line Managers, Training Center will announce to all Students about the training opportunities available within USTF.
- The Training Center will liaise with USTF Alumni Association to announce all career advancement opportunities available to USTF fresh graduates.
- After receiving the request(s) from the Line Managers, the Training Center will share appropriate student database with the requesting department.
- Line Managers may seek the support of the Human Resources Department expertise to conduct a panel interview, in order to select the most appropriate student for the training program.
- The Line Manager after selecting the successful student will inform the Training Center Office officially about the decision and the period of the advancement program.
- In order to encourage the students to take the advancement program seriously and achieve its objectives, the duty of the student should be recorded using an attendance sheet as record log.
- The Line Manager is responsible for sending the program report along with the attendance sheet to the Training Center for review and then to be sent to finance department for the incentive payment on a monthly basis.
- By the end of the entire advancement program, the Line Manager should officially notify the Training Center and send all required reports.
- Each Trainee should sign a training contract in the Training Center.
- Training Center creates a fingerprint for every trainee.
- Training Center prepares the report of monthly rewards and sends it to the Office of Finance for auditing and processing.
- Training Center shall issue the Trainee an experience certificate for the official attended advancement program period.

Training Relationship

- Career Advancement opportunity does not guarantee any future employment in USTF.
- Trainee Student may be appointed for any portion of the academic year.
- A department may extend the training period by a mutual agreement with the Training Center.



- The trainee must have a valid residency visa as an essential requirement for being considered in the program.

Grievances

- Trainee Student and the Line Manager are encouraged to discuss any training obstacles before commencing disciplinary action or a formal grievance. The Training Center staff are always available to assist both students and Line Managers in resolving training-related issues. Should such informal methods of resolution fail, a formal meeting must be conducted by the Training Center Manager with the student to find ways to solve the matter.

General Issues

- Telephones, computer hardware, software, and computer network systems, in addition to any other USTF resources present or used at a training site, are for business usage only and should not be used for personal matters.
- All information concerning USTF affairs and its stakeholders should remain private and confidential and not be relayed to any external party or used for personal gain.
- The Trainee Student should adhere to USTF standard code of conduct and dress code applicable to USTF employees.



Residential Life Policy

Policy Name	Residential Life Policy		
Policy Owner	Manager, Student Housing	Reviewed	Annually
Approved By	Deanship of Student Affairs, Vice Chancellor for Academic Affairs	Approval Date	

This policy sets the basic rules and disciplines needed to provide the University students, males and females, with reliable housing facilities suitable for their needs and expectations away from their families. This policy lays the foundation for the University housing supervision and monitoring, defining rules and responsibilities of each person involved in housing administration.

Definitions

University: University of Science and Technology of Fujairah (USTF)

Vice Chancellor: Vice Chancellor for Academic Affairs and policy endorser.

Semester: Semester according to the University annual academic calendar.

Student: Student, males or females, residing in a University housing facility. Participants: Students, males and females, utilizing the University housing facilities.

University Housing Application Form: Application form filled by students to reserve a University housing space. The form includes all the rules and regulations of University housing reservation and withdrawal.

Reservation: Service provided by the University Housing Office to define the specifications of required room before the beginning of the semester.

Withdrawal: Withdrawal from the University Housing after acceptance of participant.

Service Fees: The fees defined by the University Housing Administration in return to University housing service.

Relatives: The individuals whom students are allowed to leave the University residence with during ordinary visiting times.

Supervision of University Housing

The University Housing Office manages the student housing affairs and sets out the relevant rules and regulations, according to USTF bylaws. The Student Accommodation Office shall keep records of all students residing in the University housing facilities, including students' personal information, their credentials and disciplinary history related to housing violations. The Office of Student Affairs shall be the supervising and regulatory authority responsible for USTF University Hostels.

Service Beneficiaries

- Any student who has an USTF ID may be admitted to USTF hostels according to room availability, given that the student accepts the hostel rules of occupancy.
- Students transferred from other universities may be admitted to USTF hostels, based on the decision of the Student Housing Manager.
- Students are considered admitted to USTF hostels only after they undergo a medical checkup at USTF Medical Unit. The students have to prove they do not have any public-health related illnesses and are psychologically and socially fit.



Housing Reservation

- The housing reservation form is filled out after the student is accepted by USTF. The form includes all the rules and regulations pertaining to reservation and withdrawal from the university hostels. By signing the application form, students accept USTF Housing rules of occupancy.
- Senior students have to fill out new application forms before the end of each semester; otherwise they may lose their right to stay in USTF housing facilities.
- A student may lose the right to stay USTF housing facilities, in case a disciplinary decision by the Student Disciplinary Committee is issued in this respect.

Fees of University Housing

- University Housing fees are set out by USTF Chancellor, based on a recommendation from the Vice Chancellor and the Student Housing Office
- To apply for USTF student accommodation, students must fill out and sign the reservation form, pay the reservation fee and commit to pay the remaining fees in accordance with the rules set out by USTF Finance Office.
- The University Housing Reservation Form includes the dates of reservation and withdrawal along with a calendar for reservation and withdrawal rules.
- It is strictly forbidden to make cash payment to employees of the Student Housing Office. No billing receipts are accepted except those issued by USTF Finance Office. In the case of a daily lease for non-USTF students, payment should be made at the student housing facility and the money shall be transferred to the Finance Office.
- Housing reservation fees are specific to the semester booked for and cannot be transferred to other semesters. It is also not possible to transfer fees from one student to another.
- Students enrolled at USTF pay the accommodation fee, along with the tuition fees using their university ID. Interns and CEC students are required to pay 50% of the room fee in advance and should complete the payment in the middle of their studies. Non-USTF students are required to pay full accommodation fees before they enter USTF student housing facilities.
- All USTF Student Housing beneficiaries, on semester-based lease, have to pay an insurance, defined in the Student Housing Fee List. The insurance amount is returned when the student withdraws from the housing facility.
- The financial rules governing USTF Student Housing Facilities are subject to the rules and regulations issued by USTF Finance Office.

Daily Use of University Housing

The Student Housing Office has the authority to apply daily-based accommodation as appropriate according to availability as follows:

- The students who lived in previous semester.
- USTF students who are attending for academic reasons.
- The priority for housing services shall be given to semester applicants followed by daily applicants.



Student Housing services

University of Science and Technology in Fujairah provides its students with an array of services, among these services is the University Housing which the Student Housing Office is endowed with running and managing. USTF Housing Office strives to combine all the elements necessary to guarantee that any and every student is provided with quality housing services capable of ensuring them an enjoyable stay and a healthy environment for their academic achievement.

- Providing full-furnished rooms.
- Cleaning and maintenance services.
- Social and administrative supervision through-out the day.
- Shuttle buses between the Accommodation and the university.
- Security regulation.
- Medical services.
- Group trips for shopping and for activities.
- Free WiFi.

University Residence Cards

- After being admitted into the University Housing, the Admission and Registration Department shall provide the student with a University Housing Card, in a color different from that of the student ID card, indicating that she is using the University Housing.
- When a female student is admitted to the hostel, the internal hostel administration grants the student a pass card through the university housing gate with the picture of the student and all the information that is used by her to pass to the university and automatically record all her movements.
- The University card or the pass card is personal and should not be used by others, and the student who loses her card has to notify the Student Accommodation Office.

Student Right to Change Room

- The University Housing room assignment goes according to the rules set by the Student Accommodation Office, taking the student preference into consideration, whenever possible. The Administration shall make available the type of the required room, but not a specific room number. The student should stay in the room assigned to her and is not allowed to sleep in another room, prior to filling a specific form, available with the housing supervisor, to transfer to the other room. The student's choice shall be taken into consideration; given the availability of the room she prefers.
- Housing management takes into consideration students' desire to identifying the occupants to share the room with them as available.
- The student is not allowed to stay outside the room allotted to him.

Absence and Sleeping outside the University Residence

- Students have to obtain a written permit from their official guardians to sleep outside the University residence. The University Housing supervisor must keep this written permit in the student's follow- up file.



- Any student has an exit permit from her guardian may obtain a temporary exit permit for the visit or overnight stay outside the residence according to the data approved by the student's guardian. The permits will be monitored electronically by the internal hostel administration.
- In case of the student's absence from the University residence without a written permit, the guardian is informed and the student receives a warning. If the student repeats this conduct, she will be asked to appear in front of the Student Disciplinary Committee, and the committee's decision is implemented.
- Residents must enter and exit the Residence through the revolving gate using the electronic card. The residents must not leave the premise without their own card. In case the card is lost, please contact the reception desk to request a replacement.

Leaving the University Residence

- The University Housing fees cover the period of the whole semester, according to the academic year calendar at USTF. The University Housing shall not receive students between semesters, unless the student proves that she has academic duties to achieve during this period of time. In all cases, residence fees during this period are calculated on a daily basis, according to the rules and regulations of the Student Accommodation Office.
- At the end of the academic year, it is possible for students who have already booked for the next semester to hand their personal belongings in a bag or a closed box to the Student Accommodation Office to be kept till the beginning of the new semester.
- The Student Accommodation Office reserves the right not to keep in its possession the student's personal belonging, if she fails to return to the University Housing within one month of her last leave.
- Students who wish to leave the University Housing have to submit, in person or through regular mail, a written letter to the Student Accommodation Office, taking into consideration the timetable for reservation and withdrawal from the University Housing.
- In case the student wants to withdraw from hostel, he must hand over the room content, which granted, before received the checkout form. After completing the checkout procedures, the student should submit the clearance form to the financial office to complete the financial procedures.

General Instructions for University Housing Students

- Students admitted to the University Housing should maintain straight behavior in lines with the Islamic norms and local traditions of the UAE Society. Students should maintain civilized behavior and take care of the University facilities and properties, as well as the belongings of their fellow roommates.
- University Housing students must treat each other as brothers and sisters. They should rise above minor disagreements and devote themselves to studying and academic achievement. Students are encouraged to benefit from the cultural, sport and social



activities organized by the Office of Student Affairs and the Student Accommodation Office.

- Female students' permits for leaving the University Housing will be according to the forms approved by their guardians. No changes are permitted without a new approval of the female student's guardian.
- The female student's permit sheet shall include the names of relatives allowed to visit the student. The visits are arranged according to the rules and regulations of the Student Accommodation Office and at the places designated for visits.
- The female student's guardian is identified during housing application, in which her name and address are written. The female student guardian must be a first-degree relative.

Responsibilities of University Housing Student

- A student using the University Housing receives a furnished room, by signing on a special form to agree that she is fully responsible for the room content unless she has a signed the checkout from the University Housing office.

Duties of Resident Students

- Submitting required documents and correct data for internal Student Accommodation Office
- Keeping the room clean, good usage of the housing facilities, respecting time schedules and norms of good conduct, including showing in the lobby and visit areas in suitable attire.
- Taking care of personal and valuable belongings, as the Student Accommodation Office shall not be responsible for their loss.
- Avoiding misuse of electrical devices belonging to the University Housing Department or others. Turning off the light and AC devices when leaving the room.
- Keeping quiet and calm and avoiding using stereos or gathering in groups after 10 pm.
- Observing rational use of water and electricity.
- Behaving well with the University Housing employees and reporting complaints to the housing supervisors.
- Following the scheduled time for attending the residence facility no later than 9 pm for female students, except for emergency situations accepted by the housing supervisor. When a female student enters the University Housing with a relative, the relationship of the student to the relative must be checked.

Student Relative

- The Student Accommodation Office may accommodate the student's first-degree relatives in single rooms only, according to availability, on a daily basis once within the semester for three days only for free, otherwise the financial rules and regulation will be applied according to availability.
- Students are allowed to meet visitors and relatives in designated visit areas during the visit's scheduled times.



Housing Prohibitions

- Behaving in a way not in line with the University values, rules and regulations.
- committing acts not in line with good manners, Islamic behavior and in contradiction with the values and traditions of the UAE society.
- Abusing the use of the University Housing properties.
- Possession of weapons or explosives.
- Using magazines or video tapes including photographs or materials not in compliance with the general norms.
- Using kettles and other water boilers, working with gas or electricity, which can cause fires inside rooms.
- Bringing living animals or birds to the University Housing facility, without an officially written permission.
- Displaying any posters or photographs, or writing and drawing on walls or furniture, or misusing any University Housing.
- Bringing children to the University Housing facilities.
- Any act not allowed by the Student Accommodation Office.
- Smoking cigarettes or Shisha inside rooms.
- Using incense burners and candles.
- Misusing regular cameras and mobile phone cameras in a way, which violates the privacy of fellow students.

Complaints

- Students have the right to complain about misconduct, mistreatment, or abuse of the rules and regulations by the housing employees, or companies or administrations dealing with the Deanship of student affairs, to the University Housing office, which shall investigate the matter and bring violators before the University Disciplinary Committees.
- The Deanship of Student Affairs is the supervising body overlooking the proper and transparent implementation of the Student Accommodation rules and regulations.

Disciplinary System of the University Housing Students

- All students residing in USTF Student Accommodation facilities shall enjoy responsible freedom. On the other hand, students failing to abide by the Student Accommodation rules and regulations may be subject to disciplinary penalties.
- Without prejudice to the regulations of the students' affairs and the provisions thereof concerning the conduct of the conduct, disciplinary action shall be deemed to be a violation of the laws, regulations, instructions and customs of the university or to perform any act prohibited by virtue of these regulations or other regulations or instructions emanating from them.
- Students' violations of the Student Accommodation rules and regulations are filed in a preliminary report to the Student Accommodation Office within 24 hours to conduct an inquiry and issue the appropriate penalty. The Student Accommodation Office may decide a violating student should show before the Student Disciplinary Committee.



- All students in the University Housing are required to observe the disciplinary rules of the Office of Student Affairs. Violating students of the University Housing regulations shall be held responsible for the terms of this policy, all other rules and regulations stemming from it.

Penalties

- Students who violate the Student Accommodation rules and regulations are subject to one of the following penalties:
 - Verbal warning and signing of a commitment
 - First written warning
 - Second written warning, with the guardian being notified
- If the violation is repeated, the student shall be referred to the Student Disciplinary Committee.
- The above penalties shall be implemented only after a written investigation with the student is conducted and after hearing her defense. However, if the student fails to appear before the investigation without any acceptable justification after receiving a written notification, she will lose her right to defend herself and her violation shall be processed in her absence or as the Student Disciplinary Committee may see fit.

Implementing Penalties

- Violations 1-3 shall be implemented by the Student Accommodation Office.
- The Student Disciplinary Committee has the right to decide any of the penalties described in 1.23.
- The penalties decided in 1.23 are final. In case of dismissal from the University, the student may appeal to the University Chancellor within a week from receiving the written decision of the Student Disciplinary Committee. The decision of the University Chancellor shall be final.



Residential Life Procedures

Policy Name	Residential Life Procedures		
Policy Owner	Manager, Student Housing	Reviewed	Annually
Approved By	Deanship of Student Affairs, Vice Chancellor for Academic Affairs	Approval Date	

Purpose

- This procedure identifies the standard operating procedure in the Hostel and clarifies the different duties performed by the designated staff for each type of transactions.
- This Procedure outlines authority and responsibilities of the Students Housing Office with regard to the duties and operations of room rates, reservations, room assignments, check-in, room maintenance, room cleaning process and checkout.

Scope

The procedure applies to resident and explains the detailed series of actions that shall be taken for each of the following areas:

- Room Publication
- Room Reservation, change room and room Cancellation
- Check-in, Upgrade/ downgrade, check-in cancellation
- Security Regulation
- Check out and clearance
- Cleaning process.
- Maintenance Process
- Daily rent rates

Responsibility

The student-housing manager and student housing staff shall ensure that daily operations of accommodation transactions comply with the standard procedure cycle as outlined in this procedure.

Procedure

- **Room Rates Publication:**

Before the beginning of every semester (at the end of the previous semester for the existing students), the Student Housing Office shall publish the room rates on hostel SIS system and the accommodation reservation form (101) according to USTF calendar.

Responsibility	Action (s)
Student Housing Office	- Updates on procedure and prepare the student accommodation reservation form.
Student housing manager	- Approve the updates on procedure and reservation form.
VCAFA	- Approve the form or advice on.
Student Housing Office	- Publish the form (101) to all student for reservation, the room publication should have the following details: - Resident and his/her guardian information of accommodation choices (room types and rates). - Reservation and withdrawal regulation. - Financial commitment - Rules of occupancy



- **Room reservation, cancelation or change:**

- **Room Reservation**

Before the beginning of every semester, the resident must fill and sign the accommodation reservation form, which contain all the required details. Subsequently, the resident will pay a deposit linked to her ID, and accordingly, receive a reservation confirmation.

- **Documents:** Reservation form, Passport Copy, Small photograph, Health certificate, and guardian leave permission form signed by resident's guardian (for Female only) and Rules of occupancy.

- **Procedures:**

Responsibility	Action (s)
Resident	<ul style="list-style-type: none"> - Fill and sign the reservation form (101) to approve that she is fully aware of reservation, and attached with the guardian leave permission form - The resident and his/her guardian should read the rules of occupancy carefully and sign on it. - The resident can fill the name of the person she like to roommate (it is not compulsory) - She should have paid the Hostel Deposit for reservation.
Cashier	<ul style="list-style-type: none"> - The cashier collects the deposit and issue the receipt. - The reservation not accepted on the system in the event of non- deposit payment.
Hostel supervisor	<ul style="list-style-type: none"> - Collect all related documents required to confirm the reservation).
Hostel coordinator	<ul style="list-style-type: none"> - Based on room availability, the coordinator confirms the reservation in the Hostel system, and issues the reservation confirmation form (104) - Enter the resident information on social page
Resident	<ul style="list-style-type: none"> - Receives his/her reservation confirmation form (104).
Student housing office	<ul style="list-style-type: none"> - Reviews and checks all Reservation transactions.

- **Room Cancellation:**

Room reservation can only be cancelled within two weeks from booking date; otherwise, the Resident will lose her deposited amount. If the Resident does not check in within a period of 15 days from the announced check in date, the resident reservation will automatically be canceled and the deposit will not be refunded. The resident who cancels her room reservation will be excluded from any penalty, if she presents an academic or administrative motive. Final approval rest with the housing manager and financial manager.

- **Documents:** Accommodation reservation form (101), Check out form (108).

- **Procedures:**

Responsibility	Action (s)
Resident	<ul style="list-style-type: none"> - Informs the supervisor about his / her wish to cancel the booking and provide confirmation document approved from his/her guardian that he accept the cancellation
Hostel Coordinator	<ul style="list-style-type: none"> - Confirms the cancelation on accommodation system then issues a check out Form with all details, signs, and deliver it to the Resident
Student housing office	<ul style="list-style-type: none"> - Complete the operation on check out form
Student Housing Manager	<ul style="list-style-type: none"> - Approve the check out and transfer it to financial office manager
Resident	<ul style="list-style-type: none"> - Follows up the accountant section for clearance of financial matter.



- **Room Change:**

Room reservation can be changed up to the stated check in date.

The reservation change can be accepted for the Room type or Room location according to availability.

- **Documents:** The previous reservation form (101) to clarify the reservation change.

- **Procedure:**

Responsibility	Action (s)
Resident	- Informs the Supervisor that he / she wishes to change his/her room reservation.
Hostel Coordinator	- Changes when it is possible and updates the reservation on the accommodation system and all related documents.

c. Check-in, Room upgrades/downgrades, and check in cancelation:

- **Room check-in**

To enter the hostel by following check-in procedure.

- **Documents: Check-in form (105) [finger print identification for night completion, Turnstile Card, for female only]] and complete personal file, schedule of room cleaning. Arrival and departure inspection form (109).**

- **Procedure:**

Responsibility	Action (s)
Supervisor	- Saves the resident's fingerprint in the night attendance program, identify the student on turnstile gate program and issue the turnstile card (For female only). - Enter all the check in details in the same date of student entering the hostel in the accommodation system, print check in form showing the details - Provide the residence the room key and room furniture.
Resident	- Sign the check in form. - Sign the room arrival and departure inspection form of room contents after check-in
Hostel coordinator	- Review the check in procedure on the accommodation System.
Resident	- The student pays the hostel fees within the university fees and client pays 50% immediately.
Hostel coordinator	- Prepare a manual list of occupied rooms and send it to the student housing office
Student Housing Office	- Compare the operations in SIS with manual list includes all students in the hostel.
Student Housing Manager	- Approve the operations and transfer it to financial office manager
Financial office manager	- Check again and confirm.
Hostel Supervisor	- Inspect the room contents. - Enter the checkout on the SIS, issue the checkout form and sent it to Student housing office.
Student Housing Office	- Revise the checkout transaction on SIS system before signed by the student-housing manager.
Resident	- Follow up the checkout form with Cashier to clear his/her financial matter.

- **Room upgrades/downgrades**



After check in within 15 days from opening the hostel the Resident can change the room, room change will be honored on availability basis and this is subjected to financial conditions.

- **Documents: Upgrade/downgrade form.**
- **Procedure:**

Responsibility	Action (s)
Resident	- When the resident wishes to change his/her room type she should fill and sign the Upgrade/downgrade form indicating the room type and deliver the form to the supervisor, after his/her guardian agree.
Hostel coordinator	- Check If vacancies are available and issues room transfer
Student Housing Manager assistant	- Checks the transactions in Accommodation system, compares the manual tasks with SIS transactions to ensure the accuracy and transfer the operations to the Student Housing Manager.
Student Housing manager	- Confirm the operations and transfer it to financial office manager
Financial Office manager	- Review all the transactions in SIS.

- **Check-in Cancellation:**

According the resident wishes and his/her guardian consent the resident can leave the hostel entirely by cancelling his/her check-in any date during semester.

- **Procedure:**

Responsibility	Action (s)
Resident	- A resident with his/her guardian's approval requests the supervisor to Cancel his/her check-in. - Submit the turnstile card (Female only), room keys, and complete room handover before leaving the hostel; missing or damages to room contents will be deducted from his/her deposit.

d. Security regulation: Resident leave permission, Night Attendance, Turnstile

- **Resident leave permission (for female only)**

A system for giving female students a permission to leave the hostel temporary or permanently, applies to the following category. All Female residents must have a leave permission in their files signed by their custodian.

- **Documents: Guardian leave permission form, guardian identification card, Electronic leave permission.**
- **Procedure:**

Responsibility	Action (s)
Resident's guardian	- Fills and signs the manual guardian leave permission form.
Supervisor	- Checks the manual guardian leave permission form in details and approves it
Hostel coordinator	- Approves the manual leave permission form and enters the student information on social page in the SIS System.
Supervisor	- Issues the electronic leave permission from the SIS system when needed by the female resident.
Resident	- Checks her permission at the security point at the main gate.
Hostel coordinator	- Review and check the issued permission reports and take action for violation by coordinating with Student Housing manager.



- **Night Attendance and Turnstile**

A system of security regulation to ensure attendance and leave confirmation of female students' residents.

- **Documents: Resident Fingerprint, Turnstile card, resident photo**
- **Procedure:**

Responsibility	Action (s)
Supervisor	- Upload the resident photo on the student turnstile card. Issue, activate and printout the turnstile card
Resident	- Use the activated turnstile card for entry and exit through the main gate.
Supervisor	- Scan the resident fingerprint on footprint for night attendance.
Resident	- The resident carry out her attendance at night every day.
Hostel coordinator	- Review and check all transactions of turnstile and fingerprint. Getting the reports and update the hostel manager if there is anyone missing.

e. Check out

It is an operation for releasing the student when she leaves the hostel definitely using the checkout form.

- **Documents:** Guardian approval to check out the residence (for female only), Checkout form, and Arrival and departure inspection form for room contents.
- **Procedure:**

Responsibility	Action (s)
Residents	- A resident with guardian approval request the supervisor for checkout (For female only). - Returns the turnstile card (Female only), room keys, and complete room handover before leaving the hostel; any missing or damage of room contents will be deducted from his/her deposit.
Hostel supervisor	- Inspect the room contents. - Receives the returned turnstile card and room keys. - Enter the transaction, Issue the checkout form and sent it to Student Housing Office.
Student housing office	- Revise the checkout transaction on SIS system before signed by the student housing manager for approval.
Student Housing Manager	- Approve the checkout and transfer it to financial office manager
Financial office manager	- Approve the checkout and transfer it for final process.
Resident	- Follows up the checkout form with Cashier to clear any pending financial matter.

i. Cleaning Operation

Comprehensive schedule for room cleaning operation, cleaning and routine inspection to provide a hygienic environment. Residents can see the room cleaning schedule after check in. Additional cleaning schedules if required by residents will be provided at extra charge.

- **Documents:** Cleaning Survey, manual cleaning checklist, electronic cleaning request.



o **Procedure:**

Responsibility	Action (s)
Resident	- Residents are informed for room cleaning schedule in cleaning page and add additional request if they need
Hostel coordinator	- Upload the room cleaning schedule on cleaning page in the SIS system. Clarify the schedule to the cleaners to apply the service.
Student Housing Office	- Review and check the operation in the system for evaluation.
Hostel coordinator	- Check and approve the additional cleaning request and inform the resident about the amount to be charged. - Follow the cleaners' performance - Entering the accomplished steps on SIS system (according to work completed) - Review, check the reports and evaluate the cleaning service by using a cleaning survey.

j. **Maintenance operation:**

Comprehensive operation for building maintenance

o **Documents: Maintenance request and services Survey.**

o **Procedure:**

Responsibility	Action (s)
Resident	- Requests for maintenance electronically via the system or manually by informing supervisors.
Supervisor	- Feeds the maintenance system with the maintenance request.
Hostel coordinator	- Approve the pending maintenance request; print the report of maintenance work requests. Submit the maintenance list to the technicians. - Review the maintenance report for evaluation by using maintenance survey
Student Housing Office	- Review the maintenance request for supporting the completion of the maintenance works.

k. **Daily rent rates**

Residents who sojourn at the hostel for short period due to academic reasons are sanctioned by the university's authorities. These residents are subjected to specific financial conditions and accommodation services depend on availability.

o **Documents:** Temporary Accommodation Form, Certificate insuring the academic reason for entering the hostel

o **Procedure:**

Responsibility	Action (s)
Financial Office	- Checks and insure the debits are registered in SIS
Coordinator	- Take the oral approval from Student Housing manager before accept the request, and insuring there is academic reason for entering hostel.
Residents	- fill and sign the Temporary accommodation form - pay the full accommodation fees in advance - show up the academic certificate
Coordinator	- Enter the Check-in in accommodation system. - Collect the full amount of the rent and issue the receipt. - Send the receipt and the rent amount to the cashier - Prepare a list for Temporary renters and transfer the list to the Student Housing Office.
Student Housing office	- Check and revise the transaction in SIS



Student Finance Policy

Policy Name	Student Finance Policy		
Policy Owner	Financial Controller	Reviewed	Annually
Approved By	Board of Trustees	Approval Date	

USTF's Student Finance Policy is set to inform students, parents or sponsors about the financial rules and regulations implemented by USTF, in addition to the financial responsibilities, associated with admission to graduation processes, withdrawal or dismissal from the University. Students have the right to re-fund, exemption, or receive scholarships according to clear and well-defined rules and regulations.

Application and Registration fees

- Application and registration fee for undergraduate programs and Professional Diploma in Teaching is AED 1,300 paid in cash as one installment upon the submission of admission application and is not part of the tuition fees. The application and registration fee is non-refundable, except when the student's application is rejected in which case an amount of AED 1,000 will be refunded to the student.
- Students who wish to apply for transfer of courses from other accredited institutions pay a non-refundable fee of AED 500. This fee shall be considered part of the application and registration fee if the student is admitted in USTF.
- Students admitted to the Dentistry, Pharmacy, Architectural Engineering, Interior Design, and Law undergraduate programs are required to pay a seat reservation deposit as stated in the table below. This deposit is non-refundable and non-transferable and must be paid before the deadline stated on the letter of admission. This deposit is deductible from the student's tuition fees once the applicant joins the university. If the student asks to defer admission to the following semester and the request is approved, the deposit will be applied to the following semester.

Program	Deposit (AED)
Doctor of Dental Surgery	21,000
Bachelor of Pharmacy	12,000
B. Sc. in Architectural Engineering	8,000
Bachelor in Interior Design	4,000
Bachelor of Law	4,000

- Application and registration fee for graduate programs is AED 2,000 paid in cash as one installment upon the submission of admission application and is not part of the tuition fees. The application and registration fee is non-refundable, except when the student's application is rejected in which case an amount of AED 1,700 will be refunded to the student.



Tuition fees

- Undergraduate credit hours' fees: Tuition fees for courses and programs are determined in accordance with the credit hours' system as follows:

College		Fee per one credit hour (AED)
College of Dentistry		2,000
College of Pharmacy and Health Sciences		1,500
College of Mass Communication and Humanities		1,025
College of Law		1,100
College of Information Technology		950
College of Engineering	B.Sc. in Electrical Eng. (Electronics and Communication)	1,300
	B.Sc. in Electrical Eng. (Power and Renewable Energy)	1,300
	Bachelor in Interior Design	1,300
College of Education and Basic Sciences		950
College of Business Administration		950
Unit of General Studies		1,150

- Graduate credit hours' fees: Tuition fees for graduate course and programs are determined in accordance with the credit hours' system as follows:

College		Fee per one credit hour (AED)
College of Business Administration	MBA in Human Resources Management	2,000
College of Education and Basic Sciences	Professional Diploma in Teaching	1,500

Laboratory, Clinic and Studio Fees (Fee payable every semester)

This fee includes laboratory fee of courses offered by the College but it excludes Lab fee of courses of the study plan offered by other Colleges.

College	Dentistry		Pharmacy
	First and Third Years	Fourth and Fifth Years	
Fees (AED)	4,000	Clinics	2,600
		6,000	

- Students registered in the programs of Architectural Engineering and Interior Design will pay a studio fee of AED 1,500 per semester.
- Students registered in the program of bachelor of Arts in Mass Communication will pay a studio fee of AED 1,025 per semester for each registered course having Radio/TV session.
- Students registered in the program of bachelor of Arts in Mass Communication will pay a studio fee of AED 1,025 per semester for each registered course having Radio/TV session.
- Course Laboratory fee:** Students registered in courses having lab sessions offered by colleges other than College of Dentistry and College of Pharmacy, will be charged an additional fee of AED 650 per course.
- Orientation Course Fee:** New students pay a fee of AED 1,150 for the Orientation Course, which is taken during the first semester of enrolment.

Additional Fees: The student pays the following additional fees:

- Additional lab fee for each registered course having lab sessions offered by colleges other than College of Dentistry and College of Pharmacy: AED 650
- Additional fee for courses having tutorial sessions: AED 550
- Additional fee for graduation project courses at the College of Information Technology AED 600
- Additional fee for graduation project courses at the College of Engineering: AED 600
- Additional fee for internship courses: AED 800



- Student service fee per semester: AED 300
- Application fee for an incomplete course: AED 500
- Reference letter: AED 30
- Extra copy of the academic transcript: AED 100
- Grade grievance application: AED 100
- ID card, per academic year: AED 25
- Additional fee of AED 500 per each registered course taken as independent studies.
- AED 200: penalty for each bounced cheque.

The University reserves the right to increase the tuition and other fees up to 10% per academic year when deemed necessary.

Refund Policy

Add/Drop Period:

- The add/drop period is two weeks from the start of the course. During this time, students may add or drop courses without incurring charges. If a student adds one or more course(s) during add/drop period, he/she must pay additional fees for the added course(s) at the time of submitting the application, or the application will be rejected.
- If a student withdraws from one or more courses during add/drop period, the fees of the dropped course(s) will be credited to his/her account for the following semester.
- A student may withdraw from one or more course(s) after the end of add/drop period, provided he/she remains registered in at least three courses that semester. In this case, the student does not have the right to claim any refund for the fees of the withdrawn courses.
- If a student wishes to reclaim any money from a credit balance, he/she must fill in an Application for Refund Form and submit it to the Student Account Officer after the end of the add/drop period. If the student fails to do this, the money will be credited to the student balance for the following semester.

Suspension of Registration:

- During add/drop period a student may submit an application for suspension of registration for one or a maximum of two consecutive semesters. The application should be submitted to the Office of Admissions and Registration. In this case, the full amount of any fees paid shall be credited in full to
- the student's balance for the following semester, or refunded two weeks after the submission of the application for refund to the Student Account Officer (at the Office of Finance).
- If the student submits an application for suspension of registration for one or two semesters during the two weeks following the end of the add/drop period, he/she shall be entitled to only 50 percent of the tuition fees of the semester in which he/she submits the application for suspension.
- If the student submits an application for suspension of registration after the end of the two weeks following the add/drop period, he/she will not be entitled to claim a refund of any part of the tuition fees of the semester in which he/she submits the application for suspension.

Withdrawal from the University:

- During the add/drop period, the student may submit an application for suspension of registration and withdrawal from the University. The application should be submitted to the Office of



Admissions and Registration. In this case, the student is entitled to a full refund of tuition fees paid for the semester in which he/she submits the application for withdrawal. The refund will be made one week after the submission of the application for refund to the Student Accounts Office.

- If the student makes an application for suspension of registration and withdrawal from the University within the two weeks following the end of the add/drop period, he/she is entitled to a refund of only 50 percent of the tuition fees for the semester in which he/she submits the application.
- The student shall not be entitled to claim a refund of any part of the tuition fees if the application for suspension of registration and withdrawal from the University is made more than two weeks after the end of the add/drop period.

Disciplinary Dismissal:

- A student who is dismissed from the University for disciplinary reasons is not entitled to any refund of tuition fees of the semester of dismissal.

Books:

- The University will supply course E-books to students at reasonable prices. It should be noted, however, that a student in receipt of a fee exemption as listed above will not be provided with E- books without charge.



Student Disciplinary Policy

Policy Name	Student Disciplinary Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

This policy is made in recognition of the principle that the basis for dealing among members of the University should be one of mutual respect and is part of the process by which the University encourages adherence to such principles in the context of student behavior.

All members of USTF, including students, are expected to conduct themselves in accordance with the regulations of the University, and the laws of the UAE. In particular, USTF students are requested to play an exemplary and positive role in enhancing the reputation of the University by:

- demonstrating a clear commitment to their own learning
- conforming themselves to all specified time requirements for registration, class schedules, examinations and completion of assignments;
- ensuring that work presented is their own personal work;
- ensuring that all information presented to faculty members and administrative staff is accurate and true;
- conducting themselves in a courteous and proper manner in their dealings with faculty members, employees or other students;
- meeting their academic advisors regularly;
- respecting the property of others and of the University;
- reporting grievances to their academic advisor or the Dean of the College;
- not engaging in cheating, plagiarism, disruptive behavior or improper conduct which could damage the reputation of the University;
- not using USTF's facilities for other than learning purposes without prior authorization;
- not falsifying documents or using falsified documents for any purpose related to the University;
- not distributing leaflets or collecting signatures on University premises or hostels without prior authorization;
- abiding by USTF rules and regulations, and the directives of the academic and administrative staff; and acting in a way that will not cause offence to the culture of the UAE.

Policy Content and Guidelines

- Any violation of University regulations or directives, or improper behavior (as set out in the purpose of this policy), is considered as misconduct and will render the student liable to disciplinary action which may range from a verbal warning to dismissal from the University.
- In addition, if a student violates any rule or instruction during an examination, or is caught cheating, he/she will be asked to leave the examination room. In this event, the campus examination committee will interview the student on the day following that in which the incident occurred and will as a result submit a detailed report to the Chancellor of the University, in which the level of punishment is recommended. The level of punishment may range from the giving of an "F" grade for the course concerned, or failure in all courses for which the student is registered that semester.
- A copy of the decision of the Chancellor will be kept in the student's file, and the Admissions and Registration Deanship will also inform the guardian as appropriate.



Proceeding

- Any member of the University community may bring a complaint against a student. A complaint must be filed to the Head of the Student Disciplinary Committee (SDC) within two weeks of the incident or the discovery of the alleged infraction(s). The complaint should be concise and complete statement of allegations.
- The Head of the SDC shall set a time and place for the hearing within one week of the time the complaint is filed.
- The Head of the SDC will notify the respondent in writing of the complaint and the specific allegation filed. The respondent shall receive a written copy of the allegedly violated regulation and the time and place of the hearing through the student affairs.

Student Disciplinary Committee Rules

- The SDC shall meet regularly at scheduled times as required by the caseload.
- All committee hearing will be closed to public.
- Any member of the SDC having a particular conflict of interest in a case must abstain from participation in the hearing.
- Burden of proof (“clear and convincing evidence”) rests on the complaint.
- Witnesses may be called by the parties and/or by the SDC. Witnesses may be either witnesses to the actual event or character witnesses. Character witnesses may be called, if appropriate, during the sanction phase of the hearing. The SDC may, by majority vote, reasonably limit the number of witnesses for such reasons as redundancy or irrelevancy. Witnesses may be excluded from the hearing until testimony is to be presented.
- The complaint, the respondent and the members of the SDC shall all have the right to examine and cross-examine witnesses.
- All evidence offered must be relevant, not privileged and legally acquired.
- The SDC will determine the acceptability of evidence by majority vote.
- The respondent has a right to remain silent to avoid self-incrimination.
- Should the respondent be unable to attend a scheduled hearing, the time and place of which will have been made known in advance to the SDC and in writing, he/she must notify the Head of the SDC at least two working days in advance of the scheduled hearing, except in extreme emergencies, and for good cause, so that the hearing may be rescheduled by Head of the SDC. If the respondent fails to notify the Head of the SDC of his/her inability to attend the scheduled hearing as described above, the SDC will hear the case in the respondent’s absence. The complainant should also attend any scheduled hearing, except in extreme emergencies in which case he/she must immediately notify the Head of the SDC and justify his/her absence. If the complaint fails to attend a scheduled hearing without the above-mentioned notification and justification, the SDC may dismiss the case.
- In closed session, the SDC, after due deliberation will decide whether, by clear and convincing evidence, the respondent is or not in violation of the code as charged.
- After deliberating, the SDC will determine the appropriate sanction.

Sanctions

- The SDC will recommend sanctions consistent with the severity of the offense. Standard sanctions such as warning, fines or assessments for damages to the University property may be



appropriate for lesser offense. The SDC may recommend sanctions reflecting the nature of particular offense. Repeat offenders may receive harsher sanctions. For more serious matter such as behavior that disrupt or delay operation or compromises the safe environment or integrity of residential halls or University, suspension or dismissal from the residential hall or the University may be recommended.

- One or more of the following sanctions may be imposed upon a student for violation of disciplinary regulations. The SDC is not limited to the list of sanctions provided below and may recommend new sanctions. However, all sanctions, when appropriate, may be modified, deferred or suspended by the University Chancellor. The sanctions that may be imposed are as follows:
 - Letter of apology.
 - Drawing attention verbally or in writing.
 - Warning that continuation or repetition of prohibited conduct may cause additional disciplinary action.
 - Punitive fine.
 - Temporary or permanent barring from the University premises.
 - Restriction (repayment of the direct cost of damage or services resulting from violation of this code).
 - Temporary or permanent loss of privileges (for example denial to access computer services or sport facilities).
 - Temporary or permanent expulsion from the residential halls.
 - Failing the student in one exam.
 - Failing the student in one or more courses.
 - Failing the student in all courses for one semester.
 - Suspension from the University for one or more semesters.
 - Dismissal from the University (this action will be permanently recorded on the student's transcript).
 - Cancellation of degree if a forging has been proved of documents submitted to the University.

Implementation

- The Head of the SDC should forward the case record to the University Chancellor within two working days after the hearing.
- The Chancellor may approve or disapprove the sanction. In case of disapproval it will be referred back to the SDC through the University legal advisor. In this case the SDC will review the sanction and resubmit it back to the Chancellor.

Emergency

- In the instance of severely and willfully disruptive behavior, or when the ordinary rights of any member of the University community are threatened by the continuing presence or activity of student or students in the residential hall or elsewhere on the campus, the Chancellor may suspend such student(s) from participating in residential life or other campus activities, pending the outcome of the hearing.

Informing the student

- The students will be informed of sanction in writing through student affairs. Copies of the



sanction will be kept at the University archive and another copy will be kept in the student file at the registration. The office of student affairs will inform parents or guardians of student's misconduct when:

- The sanctions involve fines.
- The sanction involves failing in one or more courses.
- The sanctions involve suspension from the University.
- The sanctions involve dismissal from the University.
- A student is found responsible for a second violation of the code of conduct.

Appeals

- Respondent may appeal to the Chancellor regarding any disciplinary determination arrived at through a hearing and resulting in disciplinary probation removal from University housing, failing of courses, suspension from the University or dismissal from the University.
- An appeal must be in writing and delivered to the University legal advisor within 2 working days after the notice is delivered.
- The University Legal Advisor will refer the appeal to the Chancellor.
- The appeal will be reviewed by the Chancellor to determine its viability or he may refer it to SDC.
- The Chancellor or the SDC will determine the appeals viability based on whether there is new information that significantly alters the face of facts stated earlier, evidence of improper procedure,
- findings that are against the weight of evidence or excessive sanctions. If an appeal is deemed viable, the Chancellor will reconsider it for review and decision.
- The Chancellor may deny the request of appeal and affirm earlier finding.
- A new hearing may be conducted on appeal. Decision rendered by the Chancellor will be final.
- Sanctions may be reduced only if found to be substantially inappropriate to the offense.
- The case may be dismissed if the findings are found to be unsupported by evidence.



Student Activities Policy

Policy Name	Student Activities Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

This document sets out the University's policy, which regulates student activities supervised by the Deanship of student affairs.

- The Office of Student Affairs is responsible for and plays a vital role in governing, shaping and organizing activities that offer scientific, cultural, and entertainment benefits to students.
- The Office of Student Affairs, Deanship of Student Affairs and the Deans of Colleges are responsible for encouraging all students to participate in at least one activity to enable them to build their personality and to develop their extra-curricular talents.
- The Student Activities Section (SAS) of the Office of Student Affairs is responsible for organizing several activities that should span a wide range of interests, covering social, cultural, artistic, and sport activities.
- The SAS should also act as the central support for a variety of student societies.

Social and Cultural Activities

a. Aim of Social and Cultural activities

- widening and promoting the social aspects of the students' personality
- training students for voluntary work.
- contributing to the rapid integration of new students in University atmosphere.
- Organizing Global day.

b. The SAS is responsible of the following main Social and Cultural events

- Arranging and supervising meetings at which students are able to get to know each other to break down the psychological barriers between senior and new students.
- Promoting social awareness among students including for a variety of charitable causes, such as visiting institutions, orphanages, hospitals, etc.
- Organizing heritage day for all nationalities.
- Organizing activities, during the holy month of Ramadan.
- Cooperating with the UAE institutions and authorities in health-awareness campaigns on subjects such as illegal drugs and smoking.
- Organizing blood donation campaigns in cooperation with the Ministry of Health.
- Taking part in campaigns and events organized by formal authorities such as the National Day, Martyr's Day, Flag Day, Civil Defense, UAE national sports day, Happiness day and Traffic Week Festivals.
- Offering regularly training courses on first aid and personality development.

c. The SAS supervises students in:

- Organizing high quality intellectual and cultural lectures given by reputed experts from within and outside the University.
- organizing cultural, intellectual, literary and scientific competitions, and awarding prizes and certificates for distinguished projects such as short stories, literary articles, scientific research and poetry competitions, to promote student creativity.
- organizing readings, seminars, discussion forums and exhibitions of student work.



- writing articles for publication in the University Magazine.
- participating in cultural, intellectual and scientific competitions organized by educational, literary and scientific institutions in the UAE.

d. Art Activities

- The SAS is responsible for promoting the aesthetic and artistic aspects of student life by:
 - organizing exhibitions of student artwork in various areas to motivate talented students.
 - encouraging students to design wall magazines to show their written and artistic work, exhibited in the halls and corridors of the University.

e. Sport Activities

- The SAS is responsible for encouraging the participation of a large number of students in sport activities that are available at the Campus to build their physical wellbeing through exercises.
- The SAS is responsible for managing the usage of USTF sport facilities: fields for football, handball, basketball and volleyball, and the gymnasium.
- The SAS also organizes sporting events and coaches the various students' teams in many indoor and outdoor national competitions, by:
 - forming University sport teams and arranging regular training sessions.
 - participating with universities and colleges from across the UAE in championships and sporting competitions organized by the Higher Education Sports Federation.
 - promoting health and fitness through body-fitness programs and courses in track and field sports, games and swimming.
 - ensuring that the University sport facilities and equipment are updated.
 - ensuring that safety standards are upheld.

f. Student Council

USTF recognizes two single-gender student councils for male and female students. Each student council consists of 15 members, 10 of which are nominated by the colleges while the remaining 5 are chosen through campus-wide elections. The Student Council's mission is to represent students and give them the opportunity to communicate their views and concerns to the Higher Management. It provides resources to various student, and endeavors to promote the values of teamwork, dedication and responsibility.

g. Student Clubs

In collaboration with Colleges, the office of Students Affairs is responsible for supporting clubs, which exists in Deanship of student affairs and each college.

The goals of these clubs are to:

- encourage student participation in a variety of activities to improve their performance and develop their leadership skills.
- promote the spirit of cooperation among students, and encourage them to take on responsibility.
- provide support to new students by advising them and helping them in their new academic life.
- obtain student input regarding needs and wishes, and forward the information obtained to the Office of Student Affairs.



Student Publications Policy

Policy Name	Student Publications Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

USTF is planning to allow students generate high-quality publications that enhance the University mission and strategic goals. Student publications including magazine, videos, websites, images and pamphlets will be subject to terms and conditions outlined in this policy, as well as accurate revision for correctness and compliance with USTF students' publication standards.

Policy Outlines

- The Deanship of Student Affairs shall not be responsible for publications that do not bear the name and the logo of the University or purport to issue from it without Student Affairs and Public Relations approval.
- All student publications must conform with the values, traditions and cultural heritage and traditions of the UAE society.
- The university shall not provide any student publication with financial support, editorial assistance, printing or other facilities without Student Affairs approval.
- The publications must be deep, informative and contribute to the mission, core values and objectives of the University as stated in USTF Strategic Plan for the period 2018-2023.
- The publication must not contain Female pictures without Student Affairs Deanship and Public Relations approval and female written approval.

Procedures

- A form must be filled and submitted to the Deanship Student Affairs for approval with full information.
- No publication should carry USTF Logo before obtaining the original approval of the Deanship of Student Affairs.
- The publication draft must be approved by Student Affairs Deanship before printing or publishing through any conventional or smart media platforms.



Student Rights and Responsibilities Policy

Policy Name	Student Rights and Responsibilities Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

This document sets out the University's policy, which regulates the Rights and Responsibilities of students during their period of studies at the University.

Student Rights

- The Student Affairs Deanship is responsible for ensuring that the academic staff and non-academic staff are informed of the rights of students.
- Each academic advisor is responsible for ensuring that his/her advisees are aware of their rights during their study at USTF.
- Each student has the right to receive the course description of his/her courses which includes the learning outcomes of the course, and the assessment methods used to determine his/her Final Grade in each course.
- Each student has the right to expect that his/her Instructors masters the subject and are open to discussion of different points of view or ideas related to the content of the course.
- Each student has the right to classes in which the Instructor does not propagate his/her points of view on subjects, which are not relevant to the content of the lecture.
- Each student has the right to object to changes of the schedule of his/her courses after the end of the Add/Drop Period.
- Each student has the right to be received by his/her instructors during the office hours, which are published by the Instructors.
- Each student has the right to receive, on time, the copy of his/her assignment, quiz, project, Lab report, after having been graded by the Instructor.
- Each student has the right to introduce a Grade complaint request about his/her Final Grade during two weeks after the announcement of the results.
- Each student has the right to request an adequate learning environment atmosphere during his/her lecture
- Each student has the right to be received, after taking an appointment if required, by his/her Head of Department, Dean of College, deans/managers of service units, and by the Vice-Chancellors.
- When a student believes that one of his/her rights was violated, he/she has the right to seek redress using the published procedures, which are available in the student handbook, bearing in mind that the University aims to resolve conflicts at the lower level.
- Each student has the right to raise his/her concern to the Dean of Student Affairs who is the most appropriate staff member to resolve conflicts.

Student Responsibilities

- Each student is responsible for reading the policies and regulations that are published in the student handbook which is, available on the University website www.ajman.ac.ae
- Each student is responsible for making progress to achieve his/her educational goal.
- Each student is responsible for the selection of his courses after consultation with his/her academic advisor.



- Each student is responsible for checking that registered courses were not cancelled during the Add/Drop period by the College.
- Each student is responsible for finding legal financial sources to finance his/her studies.
- Each international student is aware that the University is not responsible for obtaining the residence visa for him/her if it was declined by the competent administration.
- Each student is responsible for his/her compliance with the Code of Conduct, which is published in the student handbook.
- Each student is responsible for the consequences that follows the discovery that he/she used falsified document(s) for his/her admission or during his/her studies at the University.



Student Counseling Policy

Policy Name	Student Counseling Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

The University recognizes the importance of a counseling service, and the need for healthy and safe study environment that will contribute to the well-being and productivity of staff and students. The Policy main purpose is to:

- outline the University’s commitment to provide counseling to all students.
- ensure compliance with all applicable regulations.
- manage mental and social health of the students appropriately for the protection of the university’s reputation and standards for current and future students.

Overview

- All students at USTF have access to the social and psychological benefits associated with mental health issues provided the University Student Counseling Office.
- Student Counseling Office (SCO) works with students struggling with a variety of personal issues. Ensuing are some of the common concerns:
 - Adjustment to college life
 - Academic challenges
 - Issues of past, recent, or present physical, emotional problems
 - Emotional distress (anxiety, stress, grief, depression)
 - Low self-esteem - feelings of inadequacy
 - Relationship issues (marital, friends, roommates)
 - Past or recent losses or trauma
 - Spiritual challenges
 - Body image, eating, and nutritional concerns
 - Crisis situations when life gets overwhelming (including feelings suicidal and all other mental-health emergencies)
 - And many other unique issues specific to each person.
- Any effective system for administering counseling student mental health benefits must accommodate a wide variety of student circumstances. More frequently than not, these accommodations conflict with each other, so a single procedure to be followed by each student is not likely to satisfy all students. Therefore, the system that has evolved is designed to provide options meeting as many needs as could be anticipated at the time this document was prepared.
 - If it becomes clear in the counseling session that there is a real danger to oneself or to others, we are required to take action.
 - Additional records of sessions are sometimes taken such as the counselor's personal notes and audio tapes. These are destroyed in a timely manner and do not become part of an individual's counseling record.
 - Each individual is entitled to privacy in his/her work with a counselor.
 - All contacts with the counselor are confidential to the SCO professional staff.
 - Written permission is required for Counseling Services to release information to others outside the Counseling Services.

Policy for students who fail to attend counseling service sessions

- Counselor will attempt to contact students through secure messaging to schedule another appointment suitable for both counselor and student:



- Contact will include a reminder of the failure to attend session.
- If the counselor does not hear from student within two weeks of the initial no-show, counselor will render the file inactivate.
- If the student does not schedule within 30 days, the student's file will remain inactivated and the student may have to complete the initial intake process if the service is requested at a later date.
- Additionally, if a student is chronically late in canceling his or her appointments, the student may become ineligible for services. If a student does not notify the Student Counseling office with at least 24 hours' notice on two consecutive occasions, the student's next appointment will be at least 30 days from the last cancellation.

Guidelines for Housing/Counseling considerations

- These guidelines will be used when reviewing the housing counseling request.
 - The process of verifying and reviewing a Counseling Request can take one week or more before a decision is made and the student is informed of the decision.
 - The student is strongly encouraged to sign a Release Form with his/her Medical/Mental Health Professional. This will allow the University Housing to verify the submitted information.
 - If the student is currently seeing a Medical/Mental Health Professional, the student will need to provide documentation from the Medical/Mental Health Professional, on the professional's stationary, detailing:
 - Length of time the student has been seen/under treatment by the Medical/Mental Health Professional.
 - Treating Medical/Mental Health Professional's contact information.
 - Psychological disorder.
- If the student is not currently seeing a Medical/Mental Health Professional, the student will need to do the following:
 - Make an appointment with a Medical/Mental Health Professional.
 - Be seen or under treatment for a minimum of FOUR visits (more visits may be necessary if clinically required) with the Medical/Mental Health Professional.
 - Provide documentation from the Medical/Mental Health Professional, on professional's stationary detailing:
 - Length of time the student has been seen/under treatment by the Medical/Mental Health Professional.
 - Treating Medical/Mental Health Professional's contact information.
 - Psychological disorder.
 - At USTF, Student Counseling Office, the student's issue must be clinically significant and be directly related to the Housing situation. Merely having a psychological disorder does not indicate that the Medical/Mental Health Professional will recommend that a Housing contract be cancelled. Each request will be reviewed by the entire clinical team before a recommendation can be made. Ultimately, the final decision will be made by University Housing.

Release of Policy Information

- All communication between a student and a counselor, psychologist, or is confidential and will not, except under the circumstances explained below, be disclosed to anyone outside of the Counseling Services unless written authorization to release information is given.
- A Release of Information Form will need to be signed to have a Counseling Services professional staff communicate the information to any concerned party.



- A record is kept of a student's work with the UCC. It contains information a student has provided to the Counseling Services in writing as well as counseling notes from the student's sessions. The record remains in the Counseling Services for a period of three years following the student's last visit; at that time, it is destroyed.
- Most limits to confidentiality are to ensure safety. If there is evidence of imminent danger of harm to the student or other(s), the UCC will take action.
- Counseling information cannot be released to the following without the client's consent:
 - Parents or guardians, spouse, siblings, or significant other
 - Another doctor, lawyer, or health organization
 - Insurance company.

Procedure:

- A student may review his counseling record in the confines of the Counseling Services office with a counselor and only by appointment.
- A student wishing to grant release of information to another party must complete the Release of Information form.

Student Complaints/Grievances

- Student complaints are handled largely through the existing chain of command. If a student has a complaint about an employee or consultant of the Student Counseling Office, Services or Health Service, he or she is directed to speak with that employee's director, or if necessary, the immediate supervisor of the employee.
 - The complaint should initially be lodged informally by speaking with someone in the department. However, the complaint can be lodged more formally in writing first to the Director within five
 - (5) working days of the incident.
 - The written complaint or grievance should include a description of the incident, date, time, and persons involved in the complaint.
- The director shall then respond to the grievance in writing within five (5) working days of the date the grievance was signed and filed
 - If the student is not satisfied with the outcome of that discussion or response, he or she is directed to the next higher level of administration. In each case, careful consideration is given to the emotional stress the student may already be in as well as any complications arising from a possible mental or physical illness.
 - If a complaint comes from a non-student, it is handled administratively first by the director, then by the Dean of Student Affairs, and finally, if necessary, the Vice-Chancellor's for Academic Affairs Office.
 - The Director reserves the right to consult with the Legal Office of the University around issues or complaints that may have legal implications.
 - Documentation of a student complaint would become part of the confidential record.
- If the student is not satisfied with his or her current counsellor or health care provider
 - He or she can select another counsellor within the department or accept a referral to another provider outside the University.
 - Any costs incurred by the student seeking these services outside of the University are not covered by the University.
- Any complaints, if found to have merit, will be used in the supervision of the employee involved to improve the person's skills and function. If the complaint is significant, the student may take legal action.



Academic Advising Policy

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

USTF provides current and prospective students, academic advising that is accurate, consistent, and timely so that students can develop meaningful educational plans compatible with career and life goals. The purpose of this policy is to:

- define goals and nature of USTF academic advising program;
- specify the responsibilities of advisors and advisees; and what students can expect from the advising program.
- describe the structure of the University's advising program.

Introduction

As part of its dedication to academic success, USTF is committed to providing high quality academic advising in order to help students in the development and pursuit of academic objectives consistent with their life goal. Academic advising is an ongoing process that connects students to the university. We believe it is important to empower each student with knowledge, resources and skills that will leads to academic success and lifelong desire to learn inside and outside the classroom.

USTF advising policy

- All students shall be informed of the advising policy and advising process during the initial orientation and be directed to an appropriate advisor.
- All regular students shall be assigned an advisor.
- All students on probation must be given regular advising each semester;
- All students expected to graduate must be advised at least twice every semester of their final year;
- Student counseling and career counseling shall be made available to all registered students;
- Advising by faculty for all incoming and continuing students shall be made available at least once each semester;
- Assessment of department advising shall be done every semester as a part of the regular program review process;
- Academic departments advising shall be assessed and reviewed every year;
- Funding and resources shall be made available to all units to ensure effective and efficient advising at all levels;
- Training shall be provided for all advisors;
- Accurate information shall be posted and maintained on the university's website.



The Goals of Academic Advising

- To assist students in making their own decisions in choosing an appropriate course of study suitable to their interests, abilities and meet their academic and life objectives;
- To answer questions raised by students and to make them aware of the possible short- and long- range consequences of their choices;
- To Ensure that all students are aware of resources, services and educational opportunities at the University that may be pertinent to the student's educational objectives;
- To be an information source regarding university policies and procedures;
- To facilitate resolution of academic problem, conflict and concern, as appropriate;
- Refer students as necessary to other resources;
- To encourage students to be creative in their academic choices;
- To be an on-going source of dialogue and advice about life and academic goals for students.
- Collecting and disseminating information on student needs, wants perceptions, and trends in order to enhance USTF institutional effectiveness and adaptability.

Implementation of Advising Policy

a. University Responsibilities

- Make resources available for initial and on-going training of advisors and peer advisors;
- Gather and disseminate appropriate academic advising materials to assist colleges;
- Act as a reference service and respond to questions from colleges and departments, as well as from faculty and students;
- Be familiar with campus-wide advising problems and formulate and make suggestions for the improvement of the advising program;
- Provide academic advising orientation for newly appointed faculty;
- Make every reasonable effort to provide students, faculty, and appropriate staff with accurate information in the student handbook, university catalogs, class timetable, website, and other publications.

a. Colleges and Departments Responsibilities

- Academic advising is a primary responsibility of the faculty members in each college. Academic advising should be integrally related to the rest of the educational process.
- It is the responsibility of departments, colleges, and student Services to:
 - Ensure that advising is available for students when they need or wish it rather than merely when the College requires it. This means that advising opportunities shall be available to students throughout the academic year at regular, reasonable intervals.
 - Make all relevant (using any format deemed appropriate) information available to students. The following list is indicative of the types of information that might be made available:
 - University rules, regulations, and procedures;
 - Support resources available on campus;
 - A copy of students' advising responsibilities;



- Necessary forms and academic calendar;
- Study plan;
- Internship opportunities;
- Projected course offerings by the department;
- A standardized template for students' individual study plans; and
- University catalogs.
- Provide training for advisors and peer advisors. They shall receive training in the following areas:
 - Learning principles applicable to advising including:
 - University rules, regulations, and procedures;
 - Support resources available on campus;
 - A copy of students' advising responsibilities;
 - Necessary forms and academic calendar;
 - Graduate programs at USTF;
 - Training opportunity;
 - Major /program requirements;
 - Projected course offerings by the department;
 - Appropriate personal and occupational choices for their advisees
 - Advisors must know the current state of the world outside USTF if they are to give meaningful advice to students;
 - Advisors must be trained to relate students' abilities to requirements of choices.
 - Technical requirements for the university requirements general education and major courses.
 - Teaching advisees to:
 - Take responsibility for their academic success over their career at USTF;
 - Make realistic self-appraisals of their progress in such areas as:
 - intellectual development;
 - working alone;
 - learning to produce;
 - learning to consume;
 - appreciating the differences among human beings while still making value judgments;
 - overcoming (rather than masking) personal, physical and educational problems and deficiencies.
 - Resources available on campus.
 - Take into account the entire context of their advisee's learning experience.

b. Advisor Responsibilities

- Maintain the primary advising file for each advisee. At a minimum, these files shall contain:
 - A written record of advising and referral documenting each formal advising session;
 - A copy of the advisee study plan.
 - Copies of advisee transcripts.
 - Copies of advisee current semester timetable.
 - Semester by semester graduation study plan for each advisee.
- Listen to advisee concerns and respect their individual values and choices.
- Understand and effectively communicate all university and college academic policies



and procedures.

- Refer advisee to appropriate resources for both academic and non-academic concerns
- Cooperatively evaluate and assess your academic performance and areas of strength while assisting in selecting courses.
- Encourage advisee participation in co-curriculum activities.
- Ensure that advisees are aware of opportunities and benefits available at USTF.
- Maintain confidentiality.
- A graduation progress check sheet for each advisee.

c. Peer advisor Responsibilities

USTF peer advisors are continuing senior students who work primarily with students on probation. They are chosen from a select group of students and complete an interview and training process. Peer advisors help students pick classes, provide information on academic policies and procedures, and make appropriate referrals to campus resources. They also provide advising based on their experiences as students at USTF. Peer advisors hold walk-in and appointment hours.

Peer advisors can provide academic information from their own student perspective. They advise students on the “real deal” when it comes to choosing classes, picking a major, and utilizing campus resources. They share the lessons they have learned as USTF students. Because peers are highly trained on advising material, they are a valuable academic resource.

d. Peer advisors serve six purposes:

- Help new students and students in probation at USTF.
- Help advisee master basic academic processes
- Teach and reinforce student skills for success (i.e. time management, study skills, etc.)
- Act as referral source
- Offer a different but complementary point of view from staff or faculty advisors' perspectives

e. Student Responsibilities

The advising process depends on the thoughtful participation of the students. Students must assume the following responsibilities:

- Become familiar with their advisors and advisor offices by initiating contact and seeking assistance on regular basis through email, phone, and individual appointment.
- Become familiar with academic policies, dates, and deadlines.
- Come prepared and on time to meeting with your advisor.
- Ask for clarification if the advisor fails to explain an issue or concern in a way that sense to you.
- Read all email communication from your advisor and other USTF departments.
- Inform your advisor of problems and concerns which may impact your academic performance as soon as possible
- Familiarize themselves with requirements for the major/ program, as well as graduation



and other requirements, contained in the appropriate University Catalog and other University publications;

- Maintain their own personal academic advising folders and take them to every advising appointment. For undergraduate students, it is recommended that this folder include:
 - Unofficial copies of prior college or university transcripts;
 - Transcript;
 - Current semester timetable; and,
 - An individual study plan.
 - Notes from formal advising sessions.
- Obtain academic advice whenever it is needed from your advisor.
- Develop an individual study plan. The individual study plan must be approved by the student's appropriate advisor.
- Accept ultimate responsibility for their selection of classes, which incorporates their decisions as well as the academic advice that has been given.
- Evaluate (if they so choose) academic advising programs and individual academic advisors by filling survey forms, speaking or writing to the head of departments, or the dean.
- If you are on academic warning or probation, you are required to meet with your advisor on a regular basis.

f. Peer Mentoring of Students on probation

Students with CGPA below 2.0 are considered on probation. The advisor shall advise the student to repeat courses with low performance with grades (i.e. "F", "D", and "D+") in order to improve the CGPA. Each advisor will provide mentoring for a group of students on probation within his/her department. Mentoring includes peer mentoring, monitoring and progress reporting. The plan for helping students on probation includes:

- At the beginning of each semester, a list of students on probation is requested by the Deans of Colleges from the Office of Admission and Registration. The Deans will advise department Chairs to draw corrective actions.
- This plan is executed at the departmental level and would include
 - Hold regular individual meetings with students on probation.
 - Advise students on probation to repeat courses with grades less than "C" prior to registering in any further courses.
 - Request students on probation to visit instructors frequently during office hours.
 - Provide students on probation with peer mentoring from senior students.
 - Request students on probation to meet their peer mentor on regular basis.
- The head of Department will request a feedback report on the performance record of each student on probation from course instructor(s). The progress is monitored through special forms maintained in the department. The department council will discuss the progress of students on probation in each of its regular meeting. Progress report will be sent to the dean.



Student Academic Integrity Policy

Policy Name	Student Academic Integrity Policy		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

This document sets out the University's policy, which regulates the sanctions taken against students for academic dishonesty. The disciplinary committee is the authorized body to recommend actions against offenders of the Academic Integrity.

Plagiarism

- The rich learning resources that are available at USTF are expected to be used for reading to help students understand and find out the work of others in the topic of their essays or projects only.
 - Students are requested to submit their own work to be used for evaluating the level of achievement of a specific learning outcome.
 - Each faculty should explain to his/her students that he/she is interested in evaluating their own work and not the work of others.
 - It is not forbidden to reproduce an idea or sentences from a book or an article as long as the student uses quotation marks and give its source.
 - There is no usage in reproducing sentences if the student does not refer to them in his/her sentences.
 - Every submitted project is expected to contain a reference section in which the student lists all the materials that he/she consulted or used in the project.
 - Plagiarism is strictly forbidden at USTF, which has acquired specialized software that detects plagiarism.
 - If plagiarism is proven, a zero mark may be given to the project, which subsequently induces a failure in the course.
- a. Cheating:**
- Any student who is caught in possession of written information relevant to the course, messages by mobile phone, or transmitting written or verbal information to his/her classmates shall be considered a cheater. This includes also the following:
 - Using a book, magazine, research, computer or internet file.
 - Using scraps, slips or copies.
 - Using signs to convey information.
 - Sending or receiving information through mobile phone.
 - Writing on wall, ground, chair, clothes or body.
 - Using every other means of information not allowed by the university regulations.
- b. Trying to cheat:**
- Any student who is caught in possession of written information, messages sent by mobile phones, or transmitting written or verbal information to his/her classmates shall be considered trying to cheat. This also includes what follows:
 - Looking at the answer sheet of another student.
 - Talking with classmates in the examination room.
 - Possessing a mobile phone.
 - Possessing papers or any other means that comprises information relevant to the subject of exam, but not shown up.

**Examples of Academic Integrity Violations**

Plagiarism	Test and Exam Rules	Other violations
Failing to acknowledge sources through the use of proper citations when using another's works and/or failing to use quotation marks.	Attempting to read other students' exam papers.	Co-operation or collaboration on an academic assignment, in whole or in part, when the instructor has indicated that the assignment is to be completed on an individual basis.
Submitting any work written, in whole or in part, by someone else.	Speaking to another student (even if the subject matter is irrelevant to the test).	Disruption of classroom activities or periods of instruction.
Submitting a project by a third party, developed without major modifications as one's own.	Leaving answer papers exposed to view.	Improper access to confidential information such as exams or test questions.

Plagiarism	Test and Exam Rules	Other violations
Using ideas or material without appropriate acknowledgment in any academic assignment.	Writing an examination or part of it, or consulting any person or materials outside the confines of the examination room without permission to do so.	Misrepresentation of facts for any academic purpose.
Using another's data or research findings.	Using material not authorized by the examiner.	

a. Procedures Regulating Irregular Behaviors during Sit-in Exams

- All cases of cheating or trying to cheat, disturbing the peace and calm of the examination room, disrespecting one of the invigilators, impersonating an examinee or engaging someone else to take the exam by-proxy shall be reported to the College Examination Committee by all the invigilators.
- The invigilator shall notify the student who is caught cheating or trying to cheat to see the chair of the College Examination Committee by means of a form designed by the Central Examination Committee and by which he/she will be informed of the place and time of his/her appearance before the Central Examination Committee.
- The College Examination Committee shall refer the report to the Central Examination Committee in turn submits it to the University Disciplinary Committee
- The University Disciplinary Committee shall conduct the investigation with the cheater (or trying to cheat) and report all available witnesses within no more than 48 hours, then a report shall be submitted. In case the student does not attend in the assigned time, he/she will be subject to an investigation that will be conducted in absentia.
- The University Disciplinary Committee shall be entitled to take the decision to keep the report in case the infraction is not supported by any evidence; the decision is deemed definite and the student may be allowed to re-sit the examinations.
- The Chair of the Central Examination Committee shall refer the report to the University Disciplinary Committee to take the appropriate decision with regard to the infraction the examinee is accused of.



- Once asked by the invigilator, the examinee who is caught cheating or trying to cheat shall quit the examination room.

Disciplinary Penalties

- The disciplinary actions in (g) Disciplinary action (Pages 54-55) shall apply to students who are cheating or trying to cheat.



Student Appeal Policy and Procedures

Policy Name	Student Appeal Policy and Procedures		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

On occasions, a student may disagree with the academic decision of a faculty member. The University provides an appeal process for the student to request reconsideration of an academic decision. Academic Appeal is a petition to change a decision basis for a student appeal matter. The decision may be either that the academic judgment was unfair in the view of the student or that the Department academic decision is applied incorrectly in the view of the student.

Policy Purpose

The student appeal policy guides the student through steps of filing an appeal for reconsidering or changing an academic grade or decision.

Detailed Policy Statement

The Dean of Student Affairs forwards the student appeal to the Chairman of the Student Appeal Committee (SAC) who will arrange a meeting to hear both parties and witnesses, as appropriate. The committee will then deliberate upon its findings and make a recommendation to the University Chancellor who will take the final decision, to be communicated to both parties.

a. Preliminary Steps:

To initiate or pursue a grievance, the following steps must be observed three weeks following the occurrence of the alleged grievance:

Step 1. The student should first discuss the matter with the person or persons directly involved, in an attempt to resolve the grievance through informal discussion.

Step 2. If there is no resolution in step 1, the student should discuss the matter with the Head of department or the College Dean, in case the Head of department is directly involved. If the College Dean is directly involved, student should communicate directly with Vice Chancellor for Academic Affairs (VCAA), who shall attempt to mediate an informal resolution.

- **Step 3.** If reconciliation has still not been achieved, the student shall submit a written statement of grievance to the Student Grievance Committee through the Deanship of Student Affairs. The statement shall contain.
 - a brief narrative of the condition giving rise to the appeal.
 - a designation of the parties involved.
 - a statement of remedy requested.

b. Formation of the Student Appeal Committee:

- At the beginning of each academic year the University Chancellor shall appoint five faculty members to form the student appeal committee.

c. Committee Action

Upon receipt of a written statement of an academic appeal, the Student Appeal Committee (SAC):

- Determines prior to considering the grievance whether discussion between the students, persons directly involved, Head of department, and College Dean have been exhausted in attempting to resolve the appeal.
- Notifies the parties named in the statement of receipt of an appeal naming them, and sends a copy of the statement to the named parties and to all committee members.



- Meets within two weeks at receiving the written statement to review the written statement and renders a decision as to whether sufficient ground is present to warrant a hearing.
- Notifies the Appellant and the named parties of its decision in writing.
- If a hearing will be held, the SAC notifies in writing all parties involved, including witnesses, of the date, time and place of the hearing at least one week prior to the date set.
- Informs the parties that the burden of proof rests with the Appellant.
- Requests in writing from all parties involved any pertained material deemed necessary for review by the committee prior to the hearing. These materials, plus any additional materials either party choose to submit must be submitted to the committee no later than four days prior to the hearing. Any person named in the appeal may submit a written statement to the committee outlining issues from their perspective.
- All communication among the committee, the appellant(s) and person(s) named in the statement of grievance will be confidential.

d. Hearing Process

All hearing conducted by the Student Appeal Committee shall be conducted confidentially in the following manner:

- The appellant(s) and respondent must be present during the information gathering portion of the hearing. Witnesses will be available, and called when needed. The committee reserves the right to allow the presence of a secretary.
- All statements during the information exchange phase of the hearing will be written.
- Any committee member may question any of the participants at the hearing, at any time during the proceedings.
- The appellant will present his/her statements and/or witnesses to the committee.
- The respondent will have the opportunity to question the appellant(s) and witnesses about their statements.
- After all information is exchanged, all persons, other than the committee members and the secretary will leave the committee room. The appellant(s), respondent(s) and witnesses will continue to be available to the committee should further information be needed.

e. Decision

- The University Chancellor shall approve or reject the committee recommendation(s) within two weeks after it is received, unless the Chancellor feels that more information is necessary. In this event, the case will be referred back to the committee for further findings prior to decision. If the decision of the Chancellor is not in accordance with the committee's recommendation(s), he shall state the reason for that decision, in writing, to the committee. The Chancellor shall then take appropriate action to implement his decision. The appellant(s) and respondent(s) will be informed in writing of the Chancellor's decision.

f. Appeal

- The appellant(s) or respondent(s) may petition an appeal within two weeks of the Chancellor's decision.
- The Chancellor or the Student Grievance Committee will determine the appeal viability based upon evidence not available at the original hearing.
- If an appeal is deemed viable, the Chancellor will ask for a rehearing.
- The Chancellor may deny the request of appeal and affirm the earlier decision.
- A rehearing will be conducted on appeal. A decision rendered by the Chancellor will be final.



Student Grievance Policy and Procedures

Policy Name	Student Grievance Policy and Procedures		
Policy Owner	Deanship of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

The student appeal policy guides the student through steps of filing an appeal for reconsidering or changing an academic grade or decision. On occasions, a student may disagree with the academic decision of a faculty member. The University provides an appeal process for the student to request reconsideration of an academic decision. Academic Appeal is petition to change a decision basis for a student appeal matter. The decision may be either that the academic judgment was unfair in the view of the student or that the Department academic decision is applied incorrectly in the view of the student.

The Dean of Student Affairs forwards the student grievance to the Chairman of the Student Grievance Committee who will arrange a meeting to hear both parties and witnesses, as appropriate. The committee will then deliberate upon its findings and make a recommendation to the University Chancellor who will take the final decision, to be communicated to both parties.

a. Preliminary Steps:

To initiate or pursue a grievance, the following steps must be observed no later than three weeks following the occurrence of the faculty member decision.

Step 1. The student should first discuss the matter with the person or persons directly involved, in an attempt to resolve the issue through informal discussion.

Step 2. If there is no resolution in step 1, the student should discuss the matter with the head of Department to whom those directly involved report (or if the head of department is directly involved, with the College Dean. If the College Dean is directly involved, with a senior management staff who shall attempt to mediate an informal resolution).

Step 3. If reconciliation has still not been achieved, the student shall submit a written statement of his grievance to the Appeal Committee through the Dean of Student Affairs. The statement shall contain:

- a brief narrative of the condition giving rise to the issue;
- a designation of the parties involved; and
- a statement of remedy requested.
- Formation of the Student Appeal Committee:

At the beginning of each academic year the University Chancellor shall appoint five faculty members to form the Student Appeal Committee. The Chancellor also appoints the Head of the committee.

Committee Action

Upon receipt of a written statement of an academic grievance request, the head of Student Appeal Committee (SAC):

- Determines prior to considering the case whether discussion between the persons directly involved, Head of department, and College Dean have been exhausted in attempting to resolve the issue.
- Notifies the parties named in the statement of receipt of a complaint naming them, and sends a copy of the statement to the named parties and to all committee members.
- Meets within two weeks after receiving the written statement to review the written statement and renders a decision as to whether sufficient ground is present to warrant a hearing.



- Notifies the grievant and the named parties of its decision in writing. If a hearing will be held, the SAC notifies in writing all parties involved, including witnesses, of the date, time and place of the hearing at least one week prior to the date set.
- Informs the parties that the providing of proof rests with the grievant.
- Requests in writing from all parties involved any pertained material deemed necessary for review by the committee prior to the hearing. These materials, plus any additional materials either party chooses to submit must be made available to the committee no later than four days prior to the hearing. Any person named in the grievance may submit a written statement to the committee outlining issues from their perspective.
- All communication among the committee, the grievant(s) and person(s) named in the statement of complaint will be confidential.

Hearing Process

- All hearing conducted by the Student Appeal Committee shall be conducted confidentially in the following manner:
- The Grievant(s) and respondent must be present during the information gathering portion of the hearing. Witnesses will be available, and called when needed. The committee reserves the right to allow the presence of a secretary.
- All statements during the information exchange phase of the hearing will be written.
- Any committee member may question any of the participants at the hearing, at any time during the proceedings.
- The grievant will present his/her statements and/or witnesses to the committee.
- The respondent will have the opportunity to question the grievant(s) and witnesses about their statements.
- After all information is exchanged, all persons, other than the committee members and the secretary will leave the committee room. The grievant(s), respondent(s) and witnesses will continue to be available to the committee should further information be needed.

Decision

The Dean/Chair of SAC shall approve or reject the committee recommendation(s) within two weeks after it is received, unless the Dean/ Chair of SAC feels that more information is necessary, in this event the case will be referred back to the committee for further findings prior to decision. If the decision of the Dean/ Chair of SAC is not in accordance with the committee's recommendation(s), he shall state the reason for that decision, in writing, to the committee. The Dean/ Chair of SAC shall then take appropriate action to implement his decision. The grievant(s) and respondent(s) will be informed in writing of the Dean/ Chair of SAC's decision.

Appeal

- The grievant(s) or respondent(s) may petition a grievance within two weeks of the Dean/ Chair of SAC's decision.
- The Dean/ Chair of SAC or the Student Appeal Committee will determine the Appeal viability based upon evidence not available at the original hearing.
- If an Appeal is deemed viable, the Dean/ Chair of SAC will ask for rehearing.
- The Dean/ Chair of SAC may deny the request of an appeal and affirm the earlier decision.
- A rehearing will be conducted on the appeal. A decision rendered by the Dean/ Chair of SAC will be final.



6 | Learning Resources Policies



Information Resources Policy

Policy Name	Information Resources Policy		
Policy Owner	Librarian in Charge	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Purpose and scope of document:

- The purpose of this document is to define the policies guiding the development and management of the USTF's print, digital and other library collections in the context of USTF Library overall mission to support the University's learning and research goals. Within this document collection development and collection management are treated as two distinct activities.
- Through collection development, USTF Library aims to support the work of USTF by continuing to add to its collections and by providing access to information resources held or hosted elsewhere. Through collection management USTF Library aims to make its resources available in the most appropriate and cost-effective way.
- The policy applies to all collections managed by USTF Library, whether they are held in the Main Library or in the site libraries managed by the Library across the University.
- The section on Collection Development contains statements defining the University's collection development principles, the nature of its collections, funding mechanisms and budgeting priorities, responsibilities and criteria for the selection of material, including deposits, donations and free materials.
- The section on Collection Management contains policy statements on acquisition and license agreements, resource discovery and access to the material, stock editing, retention and disposal, conservation, preservation and binding.
- The document also defines USTF Library policies aimed at facilitating access for members of the University to collections held in other libraries across UAE.
- The document is for the benefit of all members of USTF, including students, academics and staff, as well as the public at large.
- The policy will be reviewed, revised as appropriate and presented to University Administration.

Principles of the Policy:

- All information resources purchased from the Information Resource Funds are selected by the Colleges in coordination with the Library working closely with academic colleagues in their Colleges.
- Space utilization in the University Library and the balance of space given over to stock, and to service areas and study facilities will be kept under continuous review.
- Appropriate web-based electronic resources are the preferred medium, where they exist, through which to meet learning, teaching and research needs.
- Collection evaluation, stocktaking, withdrawal and disposal of stock will be carried out on a regular basis in consultation with Colleges.



- Library Services will move towards a zero net growth policy for printed collections whenever possible.
- USTF Library will work in close collaboration with other information providers and agencies to provide access to remote collections.
- Location of physical collections will be determined by usage. Highest used material will be housed on open access and less used material stored in closed access.
- Library' collection development policy will meet all relevant statutory requirements such as, for example, the Disability Discrimination Act 1995, the Race Relations (Amendment) Act 2000 and the Special Educational Needs and Disability Act 2001.

Budget

- USTF Library follows the Association of College and Research Libraries (ACRL) Standards published in June 2004. The Library Manager prepares, justifies and administers the library budget that is appropriate to the library's objectives.
- The budget is planned to meet the reasonable expectations of library users when balanced against other institutional needs. The library utilizes its financial resources efficiently and effectively. The library Manager has the authority to distribute funds and initiate expenditures within the library budget and in accordance with USTF's institutional policy.
- The budget supports appropriate levels of standing. The Library has a separate identifiable annual budget figures. The budget is now fully assigned to the Library. The budget is allocated to the Library with accountability and responsibility vested in the Library Manager who can administer it more efficiently and thus enrich the library's collection and expand its resources.
- The Library is engaged in implementing a plan that will lead to a sound fiscal future. It will show the magnitude of responsive services the Library provide to the USTF community in relation to level of funding it receives. The plan will also allocate money for library and staff development, which includes but not limited to workshops, conferences, as well as formal and informal training.

Access

- USTF Library follows the ACRL Standards in that access to library resources is provided online in a timely and orderly fashion. Library collections and the catalog for accessing them are organized according to standards.
- A central catalog of library resources provides access for multiple concurrent users and clearly indicates all resources. Hours of physical access to the Library are reasonable and convenient for the two-genders and separate users. The hours are printed in this document (see page 19) and posted on its Web site.
- Reference and other special assistance are available at times when the Library is open. Onsite access to The Library is provided in a timely and orderly fashion. Non-print resources are accessible anytime anywhere.
- The Library and the catalog for accessing its resources are organized using the AACR2 and the LCC. Online access to the Library's OPAC and e-resources is encouraged.



- Students as well as faculty are trained on how to access these resources from their labs and offices.

USTF Library

USTF library is housed on the first floor of the old University building. The library is open to the entire university community.

Information Resources: USTF Library purchases materials for ownership and availability within the physical facility. Over the past few years, the library has allocated an increasing percentage of its information resources budget to acquire access to materials it does not own through vendors of electronic resources. Access is provided to USTF community any time regardless of location. Collection assessment is defined as "an organized process for systematically analyzing and describing a library's collection. In the latest assessment study conducted in 2016, USTF library examined major aspects pertinent to the collection and the resources.

- The number of books
- The number of periodicals.
- The new acquisitions rate.
- Cancellation rate.

Electronic Resources (ER): USTF Library subscribes to several electronic journals and books through online databases such as LexisNexis, Al-Manhal, EBRARY, East Laws, including EBSCO including e-Book Academic Collection, eBook Collection, ERIC, Dentistry and Oral Sciences Source, Green FILE and Library, Information Science and Technology Abstracts and most recently to the full collection of ProQuest Central and Scopus journals. In addition to a set of journals selected from Wiley Online Journals and Elsevier (Science Direct Online Journals) databases relating to disciplines of pharmacy and dentistry. Library users can access these and other databases on the Web by using their assigned user ID and password. USTF Library System is no different from other libraries that are allocating significant portions of their book budgets to acquire electronic resources. These may include full-text databases, numeric databases, network access, electronic journals and books, and multimedia resources. The selection process for these materials takes into account factors such as the size of the user group, the relative importance or uniqueness of the, materials, the ease of use and power of the search and retrieval software.

Facilities: USTF library houses print and non-print materials (e-resources) and all the different types of hardware needed for their use. USTF Library seating capacity and media housing is sufficient. The internal design of USTF library is flexible and modular to allow for expansion and rearrangement to accommodate the needs and requirements for collection housing and staff distribution throughout the library. Due to the rapid increase in print and electronic collections, USTF Library has stalled compact shelving especially for certain types of materials like documents and journals. The USTF Libraries' facilities are well planned, attractive and functional. They provide secure and adequate space helpful to study and research with suitable environmental conditions for its services, personnel, resources and



collections. The library buildings provide well-planned, secure, and sufficient space to meet the immediate and perceived needs of staff and users.

USTF Library's Collection: The library has built a balanced collection covering the entire spectrum of the USTF teaching and research. It serves as a resource for students, staff, and faculty. The collection consists of books, references, periodicals, in both Arabic and English. The collection consists of resources in education; engineering sciences; humanities; Arabic language; Law; pharmacology; management; dentistry; computer science; English language etc.

- Books are shelved in a classified order using the library of congress scheme.
- Current journals are alphabetically arranged in the display area.
- Reference collection consists of encyclopedias, dictionaries, handbooks, manual, atlases, bibliographies, biographies, and other sources in all disciplines. This collection is maintained in the reference area.

Services

The library staff is available to assist students and faculty or other individuals or groups on using the library and its resources effectively.

Circulation Services: The circulation desk is responsible for all transactions related with borrowing and returning of books and periodicals, placing materials on reserve, recalling borrowed material, assessing fines et. Borrowing stops 30 minutes before closing time. Faculty members borrow 20 books per semester, postgraduate students borrow 15 books per semester; undergraduate students borrow 10 books per three weeks' renewable for another three weeks, USTF administrative staff borrow 05 books per 3 weeks' renewable for another 3 weeks. Renewals can be done over the phone, online or in person.

Reference Services: Staff at the reference desk on the first floor offers assistance and instruction in the use of library's resources. Readers with bibliographic inquiries are advised to consult reference desk staff who are available during the library opening hours. They can contact in person or by calling or e-mailing the library personnel for necessary assistance.

Photocopying: USTF library provide photocopying services that governed by Intellectual Property Law Regulations for print materials to all library users.

Security System: The library buildings are equipped with a security system. An electronic RFID security system is in use to prevent the loss of library materials. If an item is taken out of the library without being properly circulated, the exit gate barer will lock and an audible alarm will be triggered. In this insistence, the patron is forced to go back to the circulation desk for proper check out.

Collection Development Principles

USTF Library' collection development policy is guided by the following principles:

- USTF Library provides access to information resources that meet the learning, teaching and research needs of the University community on a cost-effective basis and within the resources available, whether by acquiring physical items (books, periodicals, DVDs, etc.) or securing access to licensed electronic material.



- All information resources are purchased from the Information Resource Funds. The Colleges and USTF Library make the selection – selection processes require a high level of collaboration between the Colleges, their Departments and USTF Library.
- Information Resource Funds are designed to be responsive to changes in course contents and research directions as well as to the differing costs of resources in various disciplines.
- USTF Library is moving towards a zero net growth policy for printed collections in response to recurrent storage space shortages and to the University's e-learning agenda, which requires that more space be allocated to flexible learning spaces rather than storage areas.
- Web-based electronic resources, when available, are the preferred option because (a) they maximize users' access to collections independently of time and location; (b) they make it possible to ease space issues for printed collections while sustaining the same level of collecting; (c) the level of access to electronic resources provided by the library is becoming as important as the size of its physical holdings.
- Unnecessary duplication of resources must be avoided. (Information Resource Funds cannot be used to purchase materials for locations other than USTF Library).
- Collection evaluation, stocktaking and weeding exercises are carried out in a regular basis to ensure that USTF Library continues to meet the evolving learning, teaching and research requirements of the Colleges.
- USTF Library works in close collaboration with other information providers and agencies to enhance access to remote collections, in particular, via inter-library loan and document delivery services, reciprocal access schemes and collaboratively negotiated license agreements.
- USTF Library is committed to intellectual freedom and will not exclude or withdraw from availability any material, as long as it is legal, solely on the grounds of an author's race, nationality, religion, gender, sexual orientation or opinions, nor because of partisan or doctrinal disapproval.
- USTF Library collection development policy will meet all relevant statutory requirements such as, for example, the Disability Discrimination Act 1995, the Race Relations (Amendment) Act 2000 and the Special Educational Needs and Disability Act 2001.

Collections and formats: The collections include both primary and secondary sources of different types (books, periodicals, official publications, pamphlets, theses, datasets, works of art etc.) and in a variety of format (print, digital, computer software, microforms, audio-visual etc.).

- Digital resources (born-digital or digitized) include the following:
 - Subscription-based resources (e.g. electronic journals) and purchased items (e.g. electronic books, CD-ROMs);



- Material locally created and deposited in the University's digital institutional repositories: e.g. e-prints (research papers etc.), e-theses, past exam papers and e-learning materials;
- Material freely accessible on the Web selected for inclusion in the University's e-Library.
- Physical collections are currently located in the the Library.

Funding and budgeting priorities: Information resource funds are now regarded in the University budget model as an institutional budget. They are not therefore part of a college budget and USTF Library has been assigned the responsibility of managing them. However, this cannot be achieved effectively in terms of meeting learning, teaching and research needs without working closely with academic colleagues in Colleges and their Departments.

a. Allocations:

- Allocations have been worked out for each Department and college based on the normal percentage increase for journal expenditure and one-year average spend -including spending on books.
- Although allocations have been made for journals, this funding is ring fenced and thus subject advisors will be working with academic colleagues to select and recommend for purchase books.
- The allocations can be used to purchase books, journal subscriptions and Inter Library Loans.
- New journal subscriptions - any requests for new journal subscriptions should be considered on an annual basis in the summer ready for the next year's subscription although exceptions can be made if the situation demands.

b. College budgets:

- Colleges are encouraged to allocate additional funds. Commitments vary from one College to another depending on the perceived additional need by the College and its ability to afford the extra resources required.

c. Authorization for recommendation purchase:

- The Library Representative role is still envisaged to be one of coordinating the recommendation of items for purchase however in the new model subject advisers will have to make the final decision as to whether there is sufficient funding available to actually purchase those recommendations.
- We would expect the Library Representative in the Colleges to be empowered to make recommendations for both books and journal subscriptions.
- Spending patterns must reflect the University's commitment to ensuring high-quality information provision for both learning and teaching (at undergraduate and postgraduate levels) and research. The balance of expenditure between course and research material will however vary between Colleges, as will the balance of expenditure between books and periodicals. It is recommended, based on



benchmarking with comparable research-led institutions, that Information Resource Funds be roughly split between books and periodicals.

- While USTF Library does not have sufficient funds to provide copies of textbooks or other course-related items for USTF students whenever they want, it will consider requests for multiple copies of items to be included in reading lists and made available on Short and Week Loan. Criteria to inform the number of copies to be purchased include the following:
 - Number of students on the course;
 - Period of time over which the item is required to be read;
 - Prominence of the item in relation to others recommended;
 - Possibility of using shorter loan periods to accelerate the circulation of the item.
- It is recommended that no more than four copies of an individual title be purchased unless the College can demonstrate that there are special circumstances justifying the purchase of a greater number of copies.

d. Spending on research material is governed by a number of principles:

- Only two copies of any single item are bought (unless the item is also intended to be recommended to students as course-related material).
- Periodical subscriptions and the move from print to electronic format are reviewed annually.
- In the case of items likely to be consulted only once or twice or for only a short period of time, it is recommended that consideration be given to alternatives to purchase (e.g. inter-library loan and document delivery or physical access to other collections in the region or across UAE).
- Purchases of resources that are relevant to several Colleges may either be shared between more than one Information Resource Funds or supported from Colleges Funds.
- Purchases in fields in which no research is undertaken or planned will not be approved.
- Colleges, which plan to embark upon new areas of research, are strongly recommended to cost their new information provision and support requirements in close collaboration with the Library.

e. Selection responsibilities and criteria

- Final decisions on the purchase and cancellation of all information materials rest with the Manager of USTF Library. However, the selection of material relies on a close and dynamic partnership between the Colleges and Academic Support Teams.
- College Library Representatives, Library Committees or Subject Advisors are responsible for selecting resources purchased from the Information Resource Funds. Only recurrent expenditure, such as, for example, journal subscriptions, must be authorized by the Deans of Colleges or Heads of Departments except where a Library Representative has been delegated to do so.
- Responsibility for purchases from the Colleges Funds lies with the designated staff from USTF Library' Academic Support Teams. Suggestions from academic colleagues and



students are welcome. The University's Procurement Office must be consulted before any order can be placed.

- Selection of material is expected to be made in the light of the collection development principles and funding arrangements described above and according to a number of selection criteria, including:
 - Suitability of content, intellectual level and quality of the scholarship: the materials selected must be relevant to the teaching and research being currently carried out at the University;
 - Currency of information: this is especially important in disciplines where information dates rapidly;
 - Suitability of format: library materials may be acquired in a wide variety of formats; when more than one format is available for the same material (e.g. print and web access, microform or CD-ROM), criteria for choosing which to acquire include:
 - Ease of access and use (including quality of user interface, when relevant, for all users, including users with disabilities);
 - Licensing conditions and authentication method for e-resources;
 - Storage space required;
 - Comparative costs;
 - Ease of reproduction.
 - USTF Library is moving from print to electronic formats wherever possible. As is the case for all available formats, electronic resources will be preferred when there is a significant gain in terms of accessibility and ease of use in relation to the costs involved. However, there are selection criteria and procedures that are specific to electronic resources, namely:
 - Comparing contents to assess whether the electronic version is at least as complete as the print or has enhancements to the print (e.g. hyperlinks to related references, datasets).
 - Checking license and copyright conditions, including archiving arrangements, to establish, in particular, whether or not access to back-files will be removed if the subscription is cancelled.
 - Examining preservation issues and assessing whether the back-files will be migrated, as and when necessary, to ensure that they continue to be accessible with newer technology.
 - Assessing technical and staff-time implications in terms of network infrastructure, workstation requirements and the extent of any IT support and development required.
 - It is recommended that evaluation of electronic resources be carried out, whenever possible, during trial access periods.
- f. **Deposits**
 - University regulations stipulate that one bound copy of all USTF graduate dissertations and theses be deposited in USTF Library. It is expected that an increasing number of



dissertations and theses will be made available electronically via the University's digital repository.

- It is expected that an increasing number of home-grown digital material, including electronic copies of academic papers produced by staff at USTF, will populate the Institutional Repository.

g. Donations and free materials

- Gifts, bequests and deposits are accepted on the understanding that:
 - Items that do not fit the collection development criteria described in this document will be returned to the donor, if requested, or, when appropriate, disposed of by gift, sale or discard;
 - USTF Library retains the right to organize and locate donations according to its own judgement;
- Gifts are acknowledged and donation bookplates may be inserted in items added to stock, if requested.

Collection Management

a. Acquisitions, procurements and license agreements

- The purchase of information resources in all formats, including access to electronic resources, is managed centrally by USTF Library whether the resources are purchased from the Information Resource Funds or from the Colleges Funds.
- All acquisition procedures are automated and carried out on a best value basis within the resources available.
- USTF Library shares USTF commitment in utilizing e-commerce procedures in order to optimize the efficiency of procurement procedures already in place.
- The selection of suppliers of information resource materials is carried out through the University's purchasing system, regulations & procedures.
- USTF Library seeks to take advantage – whenever it is beneficial to the University – of the publishers' deals and national site license agreements that are negotiated by the Joint UAE Libraries Associations on behalf of UAE Libraries.
- License agreements are checked as part of the procurement process, to ensure we can meet all the obligations required of us by the providers, and appropriate levels of access can be made available for users.

b. Resource discovery and access

- The cataloguing of all information resources acquired is managed centrally by USTF Library.
- The catalogue is available to all on a 24 x 7 basis via the University's web site and student portals.
- Remote access to licensed electronic resources is free for all members of the University and is obtained through a system of electronic authentication that is centrally operated by USTF IT Services.
- Physical collections, held on open access shelves, can be accessed free by all members of the University from all USTF library during opening hours. Some material is available



for reference only, but most of it can be borrowed on a Short, Week or Long Loan basis.

- Library guides, information skills training, and other types of support are provided by USTF Library Public Services to enable users to maximize their use of the resources and services available.
- Access to the physical collections by undergraduates, postgraduates and academic staff who are not members of USTF is made possible and regulated by a number of reciprocal access and borrowing schemes to which USTF has signed up.

c. Retention, cancellation and disposal

- Acute shelving and storage space shortages - USTF library and stores are currently full – combined with the increasing availability of electronic resources and the emphasis placed by universities on the creation of more learning spaces while retaining areas for research work, have led university library to rethink their policies relating to the retention of physical collections. The challenge for university research libraries is to contain or even reduce the need for additional shelving and storage space while retaining collecting levels that are appropriate for the support of high-quality teaching and research. This can be achieved by adopting a two-pronged approach:
 - Purchasing materials in electronic rather than physical formats wherever possible.
 - Discarding - rather than relegating to store - all print and other physical materials that have been replaced by reliably archived electronic resources and all print and other physical materials which no longer meet the teaching and research needs of the University.
- Consultation with academic colleagues on items identified for relegation or disposal will be handled by the Library Manager. Academic staff will be invited to examine lists of material identified for cancellation, relegation or disposal, via the Library services web site, and request re-designation of items that are of concern to them.
- Criteria for selecting items for withdrawal include the following:
 - Books, print journals and other physical items that are no longer relevant to the current and future teaching and research needs of the University (e.g. in subjects that have been dropped by the University), unless it can be demonstrated that they are rare or unique items that are not available in legal deposit libraries in UAE or abroad.
 - Print version of high-use electronic journals where access to archives is secure – either via perpetual access arrangements with publishers or other secure archive services.
 - Print version of low-use journals where access to archives may not be secure, but which are available through the document delivery service.
 - Material, which is held in another preferred format.
 - Abstracts and indexing print runs available electronically and where these are available in perpetuity.
 - All duplicates except duplicates of titles listed in current reading lists.



- Single and duplicate copies of old and superseded texts, including textbooks and reference sources, unless it can be demonstrated that they have some historical value.
- Low-use items in poor physical condition that are available in other libraries.
- Non-print resources such as 35mm slides and videos will be considered for withdrawal where the library is no longer able to provide or support the facilities for accessing it. Where possible, superseded media will be replaced by more modern formats.
- Stock may be disposed of by transfer to another library within the context of collaborative collection management agreements.
- Stock may also be disposed of by sale, gift or discard.
- Material being considered for withdrawal will be assessed by Specialized Librarians as to its long term historical value before any other decision is made about its future. Criteria for selection for permanent retention are based upon subject area, rarity of copy and relationship to current Collections development areas.
- Criteria for selecting items for relegation to store include the following:
 - Print version of high-use electronic journals where access to archives is not secure.
 - Low-use books and other physical items – except low-use journals that can be accessed via document delivery service or consulted in other libraries – for which there is no shelving space available in the open-access areas of USTF library.
 - Material that is not part of USTF Library Collections but needs to be kept in closed access for security or preservation purposes (e.g. USTF theses; old pamphlets).
 - Single copies of old and superseded texts, including textbooks and reference sources, when it can be demonstrated that they have some historical value.
 - Books, print journals and other physical items that are no longer relevant to the current and future teaching and research needs of the University (e.g. in subjects that have been dropped by the University), when it can be demonstrated that they are rare or unique items, which are not available in legal deposit libraries in UAE or abroad.
- USTF Library aims to comply with recognized professional conservation standards for all physical collections. In the case of digital preservation – i.e. the storage, maintenance and accessibility of digital material over the long-term – it will seek to conform to international standards as they are agreed by the information community and to devise appropriate techniques in collaboration with other information providers in the light of the latest developments taking place in UAE and worldwide.
- Binding will take place only for high-use material, in particular journals, when no electronic version is available and for low-use material that is rare or unique. High-use journals relegated to store because the electronic archives are not secure will not be bound. A detailed binding policy is in the process of being developed.



- Digitization will also be used, as and when appropriate, to resolve conservation and preservation issues, either as a response to specific events or within the context of a broader conservation strategy.
- High-use items missing from stock or physically unsuitable for further use will be replaced.
- USTF Library is acquiring a security system in place to protect stock from theft and a disaster plan in case of major emergencies, for instance, resulting from fire or flood.

Access to remote collections

a. Document supply and inter-library loans

- Research material unlikely to be used more than once or twice will not be purchased but obtained through the Document Supply and Inter-Library Loan service, which will be available to all members of the University.
- Funding for document supply and inter-library loan can be from two sources, Colleges being authorized to purchase vouchers using either their Information Resource Funds or their own College Funds. Authorization of document supply and inter-library loan applications is the responsibility of each College or Department for its own staff and students. Individuals can pay the cost of vouchers themselves.
- For items, which are not in stock, a license may be agreed with the publisher to make a document available in electronic form via the University's network for a specified timescale. The College concerned will meet cost for this.

b. Physical access to other libraries

- Access to physical collections held in other institutions is made possible and regulated by a number of reciprocal access and borrowing schemes to which USTF has signed up.



Information and Software Technical Support Policy

Policy Name	Information and Software Technical Support Policy		
Policy Owner	Supervisor, Office of IT	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Definitions:

- **USTF:** University of Science and Technology of Fujairah
- **IT:** Information Technology
- **IT Resources:** IT resources include but not limited to the following:
 - Systems such as Archiving System, and Library system.
 - Software
 - Hardware and services
 - USTF Computer labs
 - College computers, Desktop or Laptop
 - Terminals
 - Modems
 - Printers
 - Networks (wired and wireless)
 - Telecommunication devices (landline and mobile phones, PABX, faxes)
 - Storage media and related equipment, and data files owned or managed by the University
 - Information systems and services such as those on USTF network, (for example, internet access)
 - Email (Students and faculty)
- **Network and Security:** Network hardware and the services operating on the hardware or utilizing the hardware to perform tasks. USTF utilizes both wired and wireless networks.
- **Passwords/User Account:** The mode of secured personal access to pre-determined IT resources.
- **User:** Any person who makes use of any IT system, hardware or service owned or leased by USTF.
- **Video Conferences:** Providing audio and video facility for the running events in USTF and do the control and management during the event
- **CCTV:** CCTV is (Close Circuit Television) managing two class rooms with the CCTV.
- **Technical Support:** Providing maintenance service for all faculty members and students in USTF with it the IT resources.
- **Application Support:** Providing software support for all USTF Applications such as Oracle Systems.



- **Helpdesk:** Helpdesk is an information and assistance resource that troubleshoots problems faced by College members, administrative faculty and students related to IT resources, Network and Security and Password/User Account.

Policy Statement:

The Office of IT considers all temporary and permanent connections via the University network, to be subject to the provisions of this policy. The Office of IT policy is considered to apply down to the Data Link layer in the protocol stack of user machines, which users connect to the Office of IT network. All telephone equipment used by the University shall also be covered by this policy. Computing resources not owned or approved by USTF may not be connected to the University's network.

Purpose of the Policy

The policies and procedures of the Office of IT have been developed and implemented with the main aim of providing IT resources and services to all its users in an efficient and effective manner.

Policy Content and Guidelines

In order to efficiently achieve the above-mentioned objectives, the Office of IT has created four units as described below:

a. Support Unit

- This unit consists of two teams: **Technical Support team:** Responsible of troubleshooting, their main task is to resolve technical problems reported by users to the Help Desk. **User Support:** Responsible of providing training and support to the users on how to use IT Applications and services.

b. Development and Programming Unit:

- This unit is charged with creating and maintaining database applications in support of different USTF services and attending to the needs and requirements of the users. Examples of these services include Admissions and Registration, and databases developed for the Office of Finance.

c. Web Developer Unit:

- The main responsibility of this unit is to design, maintain and update the official website of the University network and all its affiliated websites.

d. Systems and Network Administration Unit:

- The main task of this unit consists of configuring USTF system to operate in a network, configuring the network services, and perform day-to-day management of the network, network interfaces, and network services. Another task of this unit is to solve problems that might arise while using the network and network service

- The policies and procedures of the Office of IT have been developed and implemented with the main aim of providing IT resources and services to all its users in an efficient and effective manner. These policies and procedures have been classified into the following categories:

e. Helpdesk:

- All requests for technical assistance should be directed to the Helpdesk of the Office of IT. Users seeking help regarding an IT issue must refrain from calling IT staff directly.
- The Helpdesk tracking system allows a logging process to take place at the onset of user request.



- The user should contact the helpdesk to log a request either over the phone or by email, then accordingly, a work order should be queued in the tracking system, and the user request will be processed within a predefined time assigned by the tracking system automatically according to the request priority. The request will be escalated to a higher management level in case it is not resolved within the assigned time.

f. The Helpdesk has three levels to handle the user requests.

First Level: Provides resolutions that often belong to a knowledge base accumulated from previous experiences.

Second Level: In case the request has not been completed, it will be escalated to the second, higher, level that has the necessary resources to handle more difficult specialized requests.

Third Level: USTF also has a third, higher, level, line of support which often deals with software specific needs, such as updates and bug-fixes that affect the client directly.

- The assigned technician should log the case details and how he/she has resolved it and then close the order.
- The tracking system will send to the team leader and the user an email automatically upon closing the order informing them that the request has been resolved and the order is closed.

g. Software and Applications

USTF purchases and licenses the use of computer software from a variety of outside companies. Any duplication except as provided for by the license, is prohibited.

The main USTF applications are the following:

h. Online Registration System.

- All continuing degree students at University of Science and Technology of Fujairah (USTF) have the opportunity to register online for courses. Students may also register in person at the Office of Admissions and Registration during prescribed registration dates and times. However, online registration is recommended to avoid long lines and delays in the registration process.
- In order to register, all students must have activated their USTF E-mail accounts. Registration materials will be mailed to all students via postal mail and electronically.
- In order to take advantage of online registration, students must have an active USTF e-mail account and have accessed the system. The Office of IT can service any students who have not activated their email accounts.
- All potential holdups for online registration should be resolved before attempting to register online. Students should clear any holds assigned to their accounts and ensure that they have all necessary prerequisites completed. Students will not be allowed to register for courses that meet at the same time, courses that require permission from the instructor for entry, or courses for which the appropriate pre-requisites have not been completed.
- Students may view their account statement (bill) online through the system. The statement will show up-to-the-minute information regarding the schedule, tuition and fee charges, pending financial aid and account balance.
- In addition to seeing financial statements online, official invoices will be mailed once the registration period has ended.

i. Library System:

- The library operates Horizon System which consists in managing book loans record keeping titles.



- The Office of IT provides several services for the hardware and software owned by faculty, staff and students under the following terms and conditions of using these services:
 - The Office of IT provides hardware configuration for the faculty, staff and students so that they can connect their mobiles, tablets, laptops, etc. to USTF's public network using their user- names and passwords provided by Office of IT in order to access the Internet and the IT services.
 - Laptops provided by USTF to the faculty are configured to join USTF's domain, and they are supported by the Office of IT (software and hardware).
 - Technical support for all USTF's programs such as Moodle, e-mail, online registration, etc. is conducted by the Office of IT staff.
 - No one is allowed to connect his/her personal device to USTF's network.
 - No one is allowed to install software in USTF's network without obtaining prior permission. Additional new software and hardware are only allowed to be installed or connected to University systems after the approval of the Office of IT. This includes the data and telephone networks.



7 | Physical and Technology Resources Policies



Information Technology Policy

Policy Name	Information Technology Policy		
Policy Owner	Supervisor, Office of IT	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Office of Information Technology (IT)

University of Science and Technology of Fujairah (USTF) provides computing, networking, information and telecommunication resources to the University community to support teaching research and administrative processes. Access to Information Technology resources is granted to members of the University community who are enrolled students, employees or faculty members. The authorized office for running these resources is the Office of Information Technology:

According to the AU-USTF Cooperation Agreement, USTF is getting support in IT from Ajman University (AU) through the following units:

a. Support Unit

This unit consists of two teams:

- Technical Support team: Responsible for troubleshooting, their main task is to resolve technical problems reported by users to the USTF Office of IT.
- Service Desk team: Responsible of serving as first point of contact for users' technical assistance over the phone or email, log all the requests/complaints, categorize them, and then assign the technician/engineer for the advanced/unresolved cases.

b. Programming and Development Unit

This unit is responsible of creating and maintaining database applications in support of different USTF services for both Ajman University (AU) and University of Science and Technology of Fujairah (USTF), and attending to the needs and requirements of the users. Examples of these services include the Office of Admissions Registration and Office of Finance.

c. Systems and Network Administration Unit

The main responsibilities of this unit consists of maintaining the IT infrastructure, configuring USTF systems to operate in a network in AU and USTF, configuring the network services and perform day-to-day management of the network, network interfaces and network services. This includes maintaining the following:

- LAN connection between AU and USTF.
- LAN connection between campus's buildings
- Internet Connections, with Internet Service Provider (ISP) such as Leased line and ADSL connections.

Another task of this unit is to solve problems that might arise while using the network and systems' services.

d. Teaching and Learning Unit



The primary role is to manage and facilitate the implementation of institutional strategy for academic and administrative staff across the University. The Teaching and Learning section at the Office of IT is working closely with the Vice Chancellor of Academic Affairs (Teaching, Learning and Students), and with Colleges, and other administrative offices. The main responsibility is to provide support and guidance on how to use USTF Applications/systems, including the E-Learning Management System, to USTF community, staff and students. The objectives of the teaching and learning team are the following:

- The technology used in the classrooms and computer labs.
- Tools to enhance the communication between the faculty and students.
- E-Learning Management System, including training to faculty members on how to use.
- E-Assessment which includes the following assessment activates each semester:
 - Advisor
 - Course
 - University's service.
 - IT Orientation documents for USTF's members, students and staff, on all USTF's services and Applications, and how to access/use them.
- This section is responsible for the following:
 - Create, update and maintain the IT orientation manuals for USTF staff and students.
 - Give individual and group training sessions.
 - Organize training session with the Office of Human Resources for faculty members on the newly introduced technology.

Information Technology Services

- IT Account Services
 - Helpdesk and Support
 - Campus LAN/WAN Network.
 - Video Conferencing.
 - Software and Applications.
 - Internet
 - Teaching and Learning.
 - IT Security, Compliance and Governance.
- a. Terms and Conditions of using I.T. Services**
- Office of I.T. considers all temporary and permanent connections via the University network, to be subject to the provisions of this policy.
 - Computing resources not owned or approved by USTF may not be connected to the University's network.
 - Office I.T. currently maintains a variety of UNIX, Win 2012 servers and above. MS Windows systems exist to facilitate software distribution and printing for office and student lab environments.



- Office of I.T. has the right to monitor the traffic of all transmissions on networks maintained by the offices at all times.
- Operating systems currently support Windows and there are special requirements for Unix workstations in the College of Engineering. Upgrading of all hardware and software will take place in a controlled manner.
- For the purpose of installation, software and hardware should be requested by the Dean or Manager/Director of Office and it may not be installed or connected to University systems without the approval of the Office of IT. This includes the data and telephone networks.
- All University affiliates (faculty, staff and students) are permitted to use the University network and selected computing resources at all times while the network is available.
- IDF rooms are under the authority and responsibility of the Office of IT. Everyone within the USTF Network community who uses University computing and communications facilities has the responsibility to use them in an ethical, professional and legal manner.
- Violations of Information Technology Policies and Procedures typically result in University disciplinary action, which may have serious consequences, and in some cases, may result in a legal action.

b. Policies and Procedures for using I.T. Services

The policies and procedures of the Office of IT have been developed and implemented with the main aim of providing IT resources and services to all its users in an efficient and effective manner. These policies and procedures have been classified into the following categories:

c. IT Account Services:

The Office of IT is providing number of services mentioned below that are personalized to USTF staff and students. All accounts are intended to be personal. The individual to whom the account has been created is responsible for ensuring that his/her username and password remain confidential. No one is allowed to use another person's username and password.

- **USTF User Account (Staff members):** USTF full-time faculty and staff members should have Passwords/User Account. It will be created automatically after adding the employee to the HR System. The employee should receive a letter and email with his/her Password/User Account details and how to use it. The created password will be used at the first login only, and then the user should reset it.
 - Part-timers may request Password/User Account for each service independently. It will be created temporarily for a period of one semester, and then it will be disabled automatically. The user may call Helpdesk to reactivate it. The Helpdesk should contact the HR first to confirm that the user is still working for USTF. The staff members may contact the Helpdesk to reset the password in case of losing it. The cancelation process for the fulltime employees will be done automatically when the employee completed the clearance process and his/her status is changed to inactive on the HR System. However, the Office of IT may disable the



access to USTF's services before completing the clearance process without notice under the below conditions, when there is a risk of sabotage the data, corrupting or abusing any of the systems/services:

- The employee has Admin privilege or power user on any of USTF systems.
- The employee has been dismissed for ethical reasons.

The line manager requested to disable the User Account of resigned/dismissed employee. USTF user may use the USTF User Account to access the below services:

- USTF LAN/WAN Network
 - Email
 - SIS System
 - Dynamic AX System
 - E-Learning Management System (Moodle).
 - LaserFiche Archiving System
 - File Sharing.
- **USTF Student User Account:** All freshmen students should receive by email an identification letter with their Password/User Account details and how to use it after the drop/add period of each semester.

The student may use the user account to access all the below USTF web services:

- Computer labs.
- Wi-Fi
- Email
- E-Learning Management System (Moodle)
- Online Registration System (ORS).

d. Helpdesk and Support:

The user should contact the helpdesk to log a request either over the phone or by email, then accordingly, a work order should be queued in the tracking system, and the user request will be processed within a predefined time assigned by the tracking system automatically according to the request priority. The request will be escalated management level in case it is not resolved within the assigned time.

The Helpdesk has three levels to handle the user requests.

- **First Level:** Provides resolutions that often belong to a knowledge base accumulated from previous experiences.
- **Second Level:** In case the request has not been completed, it will be escalated to the second, higher, level that has the necessary resources to handle more difficult specialized requests.
- **Third Level:** USTF also have a third, higher, level, line of support which often deals with software specific needs, such as updates and bug-fixes that affect the client directly.

The assigned technician should log the case details, and how he/she has resolved it; and then close the order. The tracking system will send to the user an email automatically



upon closing the order informing them that the request has been resolved and the order is closed.

Please see the below documents for more details on the Helpdesk (Service Desk) processes:

- How the Helpdesk (Service Desk) manage the Incidents: Please see the Incident Management Policies and Procedures
- How the Helpdesk (Service Desk) manage the problems: Please see the Problem Management Policies and Procedures
- How the Helpdesk (Service Desk) handle the Change request: Please see the Change Management Policies and Procedures.

e. USTF LAN/WAN Network:

The I.T. Network policy and procedures have been developed to provide students, faculty, and staff access to a reliable, robust, and integrated wireless network and to enhance security of the campus wireless network to the maximum extent possible.

- All users are subject to the following wireless guidelines as well as existing guidelines for the wired network. The wireless network is an extension of the existing network and therefore falls under the control and supervision of the Office of IT. Due to the complex nature of wireless technologies, it is imperative that users of the wireless network follow the guidelines and policies outlined in the following.
- All network users must register with the Office of IT to obtain a user account and a password. The purpose of user accounts and passwords is for authentication of users and tracking users and devices, not to limit access. An employee or Faculty/Office/Unit must register guests and part timers. Guest/ part timer user account shall be issued for a limited period.
- Wireless networks are NOT a replacement for wired networks. The purpose of the wireless network is to extend the wired network by providing Web browsing and e-mail access in areas of transient use such as common areas. Wireless networks have a much smaller bandwidth than wired networks; therefore, applications that require a large bandwidth may overload the wireless network. Wireless networks work best when the number of users is limited - the more users, the smaller the share of the bandwidth available to each.
- Only wireless hubs installed and managed by IT will be allowed for use on the USTF wireless network. Students and faculty are not permitted to install their own wireless networking equipment. Offices wishing to implement a wireless network must notify the Office of IT. The Office of IT will survey the site and determine the feasibility of a wireless connection. Only switches pre-evaluated and installed by the Office of IT will be used.
- Wireless network should only be used for mobile computing. Any time wired access is available; it should be used for increased performance.



- Any effort to circumvent the security systems designed to prevent unauthorized access to any AT wireless network may result in the suspension of all access to USTF network and an appearance before the appropriate disciplinary board.

f. The Internet

Internet is a vast, global network linking computers at universities, high schools, science labs, and many other sites. Using Internet, one can communicate with people all over the world through a number of discussion forums, as well as through electronic mail. In addition, educationally valuable files are available for downloading on Internet. Because of its enormous size, Internet's potential is boundless. However, with such great potential for education also comes some potential for abuse. It is the purpose of the Office of IT to provide guidelines as well as the contract for use of the USTF Internet connection. This is to ensure that all who use the USTF Internet connection, both students and faculty, use this valuable resource in an appropriate manner.

The most important prerequisite for someone to receive an account on the USTF Internet connection is that he/she take full responsibility for his/her own actions. USTF Office of IT, along with the other organizations sponsoring this Internet hookup, will NOT be liable for the actions of anyone connecting to the Internet through this hookup. All users shall assume full liability - legal, financial, or otherwise - for their actions.

Individuals who use the computer facilities of the USTF Internet connection must use these resources in an appropriate manner. Misuse of computer facilities is a violation of the USTF IT policies and may also be a violation of the law if data of other computer users are disturbed or the privacy rights of individuals are violated. In addition, USTF Office of IT takes no responsibility for any information or materials transferred through the USTF Internet connection. All users of USTF Internet connection are therefore required to comply with the following:

- No obscene or offensive material shall be entered into or sent through the USTF Internet connection, web sites, whose access is prohibited by ETISALAT in UAE, are also prohibited in the Internet labs.
- Users shall not deliberately attempt to degrade system performance or capability.
- Loopholes in computer systems, knowledge, or special passwords shall not be used to damage a system or file, or to change or remove information in a system or file without authorization.
- Reconfiguring the hardware arrangement by unplugging cables and moving hardware from one workstation to another is absolutely prohibited.
- Online chatting, food, drinks, and smoking is forbidden in the computer lab.
- Only one person at a time can use the lab computer, and No one has the right to reserve a PC for anyone.
- The student may use the printer in the computer lab, if available, and print up to 20 pages per day any material related to his/her subject of study, under the supervision of a lab supervisor.



- Users have the right to complain about the Internet lab supervisor if you see any abuse of the above rules, complaints are to be submitted to the Office of IT.

g. Teaching and Learning:

The University aims to provide higher education of a quality and kind that will enhance the capabilities, potential and intellectual independence of its students, on a life-long basis.

The University's continued commitment to respect, preserve and enhance knowledge, skills and competencies, through a student centered teaching and learning approach demonstrated through integrity and quality in the delivery of quality learning content, an applied research supervision and assessment of student learning outcomes in both the undergraduate and graduate programs.

The University has a number of policies and procedures that govern teaching and learning practice:

- All users of the learning and teaching tools and resources must adhere to the University's Appropriate Use of Campus LAN/WAN Network, IT Security, Governance and Compliances Policies mentioned in this document.
- Delivery and access to copyright materials of teaching and learning, including the Learning Management System (Moodle) and orientation documents, must adhere to guidelines in compliance with Copyright Law in effect in the United Arab Emirates. In addition, all other copyright use must comply with University Policy.
- USTF is not responsible for the misuse, accuracy, integrity, and/or legality of the content uploaded to the LMS by its students, staff, or faculty. The University is not responsible for content linked to LMS to external web sites.
- No users of the LMS must use the system for purposes other than teaching learning activities approved by the official university bodies. Only sponsored agencies connected to the University including accrediting agency representatives, presenters, and course observers may be granted access to Moodle with approval from the appropriate channels including academic Chairs and Deans or other University Executives including the Vice Chancellor for Academic Affairs or the Chancellor. The Information Technology Office staff should notify the course owner when any external agent is added to the system.
- Access to the LMS is granted to currently enrolled students, instructors and academic administrators on record for published term courses. Course rosters are generated via official enrollments in Student Information System (SIS). Course owners and administrators should not grant course access to students not listed in the official roster using student email addresses.
- Faculty and staff hosting a course on Moodle shall comply with all the UAE laws and all institutional rules, policies, and procedures in force.
- Illegal content or content that is in violation of the University's policies or contractual agreements shall be removed from a course account, when requested by the



instructor of record or other appropriate academic administrator whose duty is to monitor the content continuously.

h. User Management and Access to LMS

- All users of LMS must access the system through a designated account, which is provided by the USTF IT Office, and is the same as the user's University User Account (network username and password).
- The instructor(s) of record (IOR) and students enrolled in a course as listed in SIS will have access to the course site in the LMS.
- Official student enrollments will be managed from SIS including adding new students, student withdrawals, and drops.
- For purposes of program curriculum management and continuous quality control, College Dean and Head of Department may request course access from USTF IT Office and will be granted access to courses to review and perform assessment activity including, but not limited to, viewing learning outcomes, course analytics, and usage.
- Faculty may not create courses/sections on behalf of external users and former students and extend system access to said users for the purposes of pursuing activity unrelated to official University business. Any such accounts discovered will be removed by the IT staff.
- Access to the LMS may be disabled or suspended for users who display inappropriate behavior per the University's Acceptable Use Policy and other guiding policies that define appropriate conduct for University employees and students. Students who misuse the LMS will be referred to the Student Affairs Disciplinary Committee.

i. IT Security, Compliance and Governance:

• **Security:**

To increase the level of security at USTF Account (Network and email) and USTF System, and to minimize the level of attacks of viruses, worms, trojans and hackers.

• **Virus Protection:**

Viruses and other malware are a constant threat to all computer users. They can be picked up in many different ways. Therefore, the Office of IT applied the below group policy on all USTF users and PCs:

- Installed Antivirus and Antimalware in all USTF's PCs.
- Set policy to push the updates in regular bases.
- Limited the Admin privilege to the Technical team who are responsible of installing software and applications.

• **Password Policy:**

The Office of IT has implemented the following security measures on passwords:

- Applied Settings for Network Password Policy:
 - Maximum Password Age is 60 days (meaning that users have to change the domain password every 60 days)
 - Minimum Password Length is 8 characters



- Applied Password Policy on Desktop: Enable Password Screen Saver option after 10 minutes of idle session. This option would force the user if he/she did not use the computer for 10 minutes to re-enter the password. In case another user comes to use the computer, he/she should restart the computer and login with his/her network account.
- Account lockout policy: Account lockout policy disables a user's account if an incorrect password is entered for a particular number of times over a specified period. These policy settings help us to prevent attackers from guessing users' passwords, and they decrease the likelihood of successful attacks on our network.
 - Account Lockout Duration: 60 minutes
 - Account Lockout Threshold: 50 invalid logon attempts
 - Reset account lockout counter after: 30 Minutes.

- **Compliance and Governance:**

The Office of Information Technology (IT) is neither an investigative nor a disciplinary entity in its primary responsibilities. However, in cases where University resources and privileges are abused or otherwise threatened, the office may be asked to take appropriate steps. Immediate revocation of access and subsequent prosecution by the authorities, for example, might be directed. Such revocation may be appealed to the IT committee.

Another example would be to both discipline and hold accountable an individual who damages IT resources. Improper access or modification of USTF information in a computer system may also bring a stiff penalty.

- j. **Prohibited acts include but are not limited to the following:**

- Threats to the security of information and the integrity of networks at USTF and elsewhere include viruses, hackers, and unauthorized persons. Consequently, it is the responsibility of the user not to disclose his/her password to any person.
- It is prohibited to connect any personal computer, server, printer, firewall, network router, network switch, or other electronic device to the USTF data network without the express approval of the IT & Networks Director.
- When any use of information technology at the University presents an imminent threat to other users or to the University's technology infrastructure, network & systems administrators may take whatever steps are necessary to isolate the threat, without notice if need be.
- The Office of IT does everything in its power to prevent viruses from entering the USTF network. Measures taken include virus scanners on the desktop computers, file servers, and email servers. However, users still need to be vigilant about protecting themselves from viruses, such as downloading suspicious files and opening suspicious attachments.
- Any attack or bid to attack the USTF systems or networks will result in prosecution of the attacker according to the federal laws of the UAE.



- Access to IDF rooms and server rooms is limited to IT staff only.
- Intentional denial of computing service to other users.
- Exploitation of insecure accounts or resources.
- Attempting to guess, crack or otherwise determine another user's password.
- Interception of network transmissions with hardware or software "sniffers".
- Forging of electronic mail or electronic news or otherwise misrepresent themselves or other individuals in any electronic communication.
- System administrators are not to use their access to examine the private information of other users except in the course of resolving problems and where access to such information is necessary. In these cases, IT staff are required to seek permission and oversight.
- IT staff may not transfer resources (hardware, software, documentation, etc.) from designated locations without the explicit permission of their supervisor.
- USTF employees or students may not load any software onto their workstations or servers, which has not been purchased or is not free. Software identified as "shareware" should be examined carefully to ensure there is compliance with any licensing requirements. Under no circumstances will software binaries from unknown or illegal sources be placed on workstations or servers.
- Under no circumstances will USTF employees or students share account passwords, key combinations, alarm codes, keys, access cards or any other access control mechanism for any University resource or facility with any individual in a manner inconsistent with the policies established by their supervisor. In the absence of such policies, employees must have the explicit permission of their supervisor to share any access mechanism to any office resource.
- IT management reserves the right to audit University owned workstations and servers without warning for verifying software-licensing compliance.
- USTF employees or students may not load or install any software that may abuse the bandwidth of USTF Network/Internet.
- All computer and network access is denied unless expressly granted. Access is generally granted by the Office of IT in the form of computer and network accounts to registered students, faculty, staff, and others as appropriate for such purposes as research, education (including self-study), or University administration. University accounts are protected by passwords.
- Accounts are assigned to individuals and are not to be shared unless specifically authorized. You, the user, are solely responsible for all functions performed from accounts assigned to you. Anything done through your account may be recorded. It is a violation of University Policy to allow others to use your account. It is a violation to use another person's account, with or without that person's permission.
- The password, used with the account, is the equivalent of an electronic signature for the user. The use of User Account and password authenticates the identity and gives an on- line affirmation the force of a legal document. The user should guard the



password and account as he/she would his/her check book and written signature. It is a violation of this Policy to divulge your password to anyone. It is a violation to attempt to learn the password to another person's account, whether the attempt is successful or not.

- The User may not attempt to disguise his/her identity, the identity of your account or the machine that you are using. The user may not attempt to impersonate another person or organization.
 - The User may not attempt to monitor other users' data communications; he/she may not infringe the privacy of others' computer files; the user may not read, copy, change, or delete another user's computer files or software without the prior express permission of the owner.
 - The User may not engage in actions that interfere with the use by others of any computers and networks. Such conduct includes but is not limited to: the placing of unlawful information on the system, the transmitting of data or programs likely to result in the loss of the recipient's work or system downtime, the sending of "chain letters" or "broadcast" messages to lists or individuals, any other use that causes congestion of the networks or interferes with the work of others.
 - The User may not engage in actions that threaten or intentionally offend others, such as the use of abusive or obscene language in either public or private messages, or the conveying of threats to individuals or institutions by way of USTF computers and/or networks.
 - The User may not attempt to bypass computer or network security mechanisms without the prior express permission of the owner of that computer or network system. Possession of tools that bypass security or probe security, or of files that may be used as input or output for such tools, shall be considered as the equivalent to such an attempt.
 - The User may not alter, copy or translate software licensed to another party. The user may not make available copyrighted materials without the express permission of the copyright holder. Respect for intellectual labor is vital to the academic discourse. Violations of authorial integrity, plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations may be grounds for university sanctions as well as legal prosecution.
 - Anyone who does not abide by the rules above will be referred to the university Law Affairs.
- k. **To summarize, access to University computing and communications equipment and facilities may be revoked for reasons including, but not limited to:**
- Attacking the security of the system;
 - Modifying or divulging private information such as file or mail contents of other users without their consent;
 - Misusing or abusing Internet/Network by using Internet tools or software that may affect the performance of the Internet/Network;



- Modifying or destroying University data;
- Using the networks/Internet in a manner contrary to the established guidelines;
- Users who are using a different domain other than USTF domain.
- Software Piracy

Finally, users may not read sensitive information simply because it is accessible to them - because of accidental exposure and/or through the malice of others who have broken into a system or are misusing their access privileges. When sensitive information is recognized as such, it should not be examined further, but reported to the keeper of the materials, if known, or reported to management, if not.

Use of Technology Resources

The Office of IT, as a responsible of providing and maintaining the IT technologies used in USTF's teaching facilities, Classrooms and Computer labss, sets the following policy:

- The university ID is to be shown to the computer lab supervisor and the supervisor has the right to check the ID at any time.
- University computer systems shall not be used for commercial purposes without written authorization of the university's management.
- Files, sign-on, user names, passwords, and computer output belonging to an individual or the institution are considered personal property. Users shall not examine, change, or use another person's files, output, or user names for which they do not have explicit authorization. The same restriction applies to institutional files.
- Students should notify the supervisor if the PC is slow or not working properly; consequently, supervisor to notify helpdesk if he/she is unable to resolve the issue.
- Users cannot install any programs from the Internet.
- The lab supervisor is the person in charge of enforcing the Internet lab policy.
- All users must log off when their time is over and/or they have to leave the lab.
- All PCs are managed by IT, including the security settings and Virus Protection policy.
- Any software need to be installed on computer labs should be reported to Office of IT. The installation shall be processed as the per the request process of the Helpdesk and Support services.
- Anyone who does not abide by the rules above will be referred to the student's affairs

Maintenance and Replacement of Computing and Network Resources

The policies and procedures of the Office of IT for periodic maintenance, updating, and replacement of computing and network resources are as given below:

- **Periodic Maintenance and Updating:**
 - The Office of IT is responsible for providing and maintaining (or arranging maintenance for) all computing and network resources including faculty and staff PCs. It is also responsible for maintaining and upgrading of IT resources, hardware and software, for all computing laboratories in the University.
 - In addition to periodic maintenance of computing and network resources provided by the Office of IT, the faculty and staff can contact the Helpdesk of Office of IT for



- any needed maintenance. The Office of IT shall promptly respond to the request and carry out the required maintenance job.
- Within its life cycle, as defined in the following section, computers should require maximum of three major software upgrades (operating system or office suite) and should generally not require a hardware upgrade. However, if the user's requirements change, necessitating a change in hardware configuration, only one upgrade (RAM, hard disk, processor, etc.) should be scheduled during the equipment's life cycle.
 - For each computing lab, the Lab Supervisor shall be responsible for monitoring the operation of all hardware and software resources in the lab. He/she shall immediately report to the Office of IT of the University about any malfunction of PCs or other computing and network resources. The Lab Supervisor shall also be responsible for general maintenance and for ensuring that students have no difficulty in efficiently utilizing all resources (hardware and software) throughout the semester. In addition, at the end of each semester, all resources in the lab shall be thoroughly evaluated and maintained. In this regard, he/she shall contact the Office of IT for any needed support for periodic maintenance or upgrading at the end of each semester.
 - Subsequently, the Lab Supervisor shall submit a report to the Lab Committee of the concerned Faculty at the end of each semester about the functioning and adequacy of the hardware and software resources in the lab and steps taken for periodic maintenance and upgrading, if carried out.
 - The Lab Committee of each Faculty shall coordinate with the Office of IT to ensure that all resources in the computing labs of the concerned Faculty are regularly maintained and upgraded, if needed, to the satisfaction of the Lab Committee, faculty members, Lab Supervisors, and students.
 - **Periodic Replacement:** In general, computers should be replaced in specific locations when the hardware becomes a barrier to the user. This occurs primarily when the University's standard software suite, or the software required for instruction, service, or research work will not run effectively on the existing hardware. At the same time, it is important to realize that computer replacement is expensive, disruptive and labor intensive for both the end user and the IT staff. Changing computers often requires a migration of data files and ancillary programs from the older units to the new units, and may require relearning software functionality when the computer comes in with newer software versions. Further, adding a new computer with new software versions to an existing office or facility can cause problems when shared files are no longer compatible. In an effort to balance the need to upgrade with the negative effects of replacement, computer purchasing must be orderly and planned in advance. The replacement policy outlined here covers all devices used by students, faculty, staff or administrative units.



- The University life cycle for desktop and lab computer/workstations is three to four years. The life cycle for University and lab servers is determined by the application software and will be established individually.
- Areas that require more technology that is contemporary may receive new computers more often than every three to four years' life cycle. These locations are to be established in consultation with the Faculty's Deans, and identified on the replacement schedule.
- Replaced computers that are less than four years old will be recycled into locations to obtain an effective three to four years of primary use and maintain the University on an overall four-year replacement cycle.
- Recycled computers should remain in their second location for at least one year.
- The distribution of recycled equipment is to be identified in the replacement schedule and managed by campus and central representatives for their respective inventories.
- For budgeting purposes, computer replacement should be included as an annual, specifically identified line item in the Faculty's budget.
- Replacement computers are to be purchased on a University-wide basis. The University establishes a standard computer configuration for each purchasing cycle. Some installations require additional options. A procedure will be developed in consultation with Financial and The office of Procurement to determine how options should be budgeted and purchased.
- A replacement schedule will be maintained as part of the University's computer inventory. The inventory/schedule will be maintained through the Office of IT.
- The Office of IT will be responsible for maintaining inventory/replacement information on the equipment within their areas and for requesting any changes in replacement time frames. The Office of IT will prepare the University's budget request for replacements and provide it to the office of Finance and Office of Procurement at the appropriate time.
- For planning purposes, a computer's projected replacement date should be established when initially acquired.
- Replacement ordering will occur within the University's established computer ordering cycles.
- Computers purchased should be deployed so they equip entire offices or labs during one purchase cycle. Users within definable networks, classes, offices and areas should all be working with hardware and software of the same vintage, except as follows:
 - Some office computers will not have the same software requirements as the rest of the office's equipment. For example, a PC may be a single function device used by a University aide where compatibility or efficiency of use is not a major factor. Here, a recycled PC or a PC replaced less often may be more appropriate as long as the presence of this computer on the network does not



inhibit network security or functionality. The computer inventory/replacement schedule will document where these ancillary computers are used.

- Computers should be purchased with enough technical capacity to support the user through the entire life cycle. The selection should seek to balance an increased life cycle resulting from purchasing increased capabilities against the initial cost. The standard PC configuration should not be modified external to the review/approval/involvement of the Office of IT.
- Computers are the property of the University. When a computer is replaced, it becomes available for reassignment to other uses at the University. Recycling plans are identified in the University's replacement schedule and will be managed by central and campus staff.
- Distribution decisions are made on a University-wide basis in advance of replacement. Upon the installation of a replacement computer, the recycled PC is normally returned to the warehouse or campus storage location awaiting redistribution after all new replacement computers are installed.
- Requests for recycled computers should be made to the campus Office of IT. Each campus and central will develop procedures for managing recycle requests.
- If an additional PC is needed within an office, the campus should first look to acquire a unit from stock, of the same vintage as the rest of the office's equipment. The goal is to keep the entire office/unit on its initial replacement schedule and all users on the same software versions.

Back up Policy

This policy aims to protect the information assets of USTF, and prevent the loss of data in case of an accidental deletion or corruption of data, system failure, or disaster. Furthermore, it will help manage and secure backup and restoration processes and the media employed in the process.

a. Policy Statement

- Data Backup is the responsibility of the Office of IT who defined which data/information to be backed up, the Recovery Point Objective, and the Retention time.
- All backed-up data/information are stored in a safe places on-campus and off-campus.
- This policy applies to the below mentioned servers/systems in the Information Technology Department:
 - Library System.
 - SIS/ORS Database
 - HR.NET Database
 - Dynamic AX
 - Domain Controller (DC) Servers.
 - Windows Servers.
 - Archiving System.



- E-Learning System; and
- University Website.
- Backup retention periods are in contrast to retention periods defined by the business requirements.
- The retention periods of information contained within the system level backups are designed for recoverability and provide a point-in-time snapshot of information; as it existed during the time period defined by system backup policies.
- System backups are not meant for archiving data for future reference.

b. Policy Description

Systems will be backed up according to the below schedule:

Data	Backup Type	Time	Location
SIS	SQL DB Backup (Full)	Daily at 20:00	Data Domain
Dynamics-AX	SQL DB Backup (Full)	Daily at 20:00	Data Domain
HR-net	SQL DB Backup (Full)	Daily at 20:00	Data Domain
OAS/ ORS/ Fuj ORS	App Data Full	Twice a week (Mon, Fri 20.00)	Data Domain
Library System	SQL DB Backup (Full)	Daily at 20:00	Data Domain
	App Data Full	Twice a week Tues, Sat 22:00	Data Domain
DC Servers	Full Backup	Twice a week Mon, Fri 02:00	Data Domain
Windows Servers	Full Backup	Twice a week Mon, Fri 2:00	Data Domain
Archiving System.	SQL DB Backup (Full)	Daily At 20:00	Data Domain
	App Data Full	Twice a week Mon, Fri 2:00	Data Domain
University Website	Full backup	Twice a week Mon, Fri 20.00	Data Domain
E-Learning System	Full backup	Weekly Thursday 22:00	Data Domain

- Backups will be written to Data Domain Appliance and stored in the Data Center.
- Weekly Backup of the below systems will be moved to AU, and replaced on weekly bases:
 - SIS SQL DB Backup Full
 - OAS/ ORS/ Fuj ORS App Data Full
- Daily backups will be maintained for 30 days
- Weekly backups will be maintained for a period of three Months.
- Monthly backups will be maintained for 12 months.
- Avamar System Manager will clean up old backup according to USTF Backup Policy.
- Media will be retired and disposed of as described below; Prior to retirement and disposal, IT will ensure that:
 - The media no longer contains active backup images
 - The media’s current or former contents cannot be read or recovered by unauthorized party
- Backups will be verified periodically
- On a daily basis, logged information generated from each backup job will be reviewed for the following purposes:
 - To check for and correct errors.
 - To monitor the duration of the backup job.
 - To optimize backup performance where possible.



- The IT will identify problems and take corrective action to reduce any risks associated with failed backups.
- Random test restores will be done once a week, in order to verify that backup have been successful
- The IT will maintain records demonstrating the review of logs and test restores to demonstrate compliance with this policy for auditing purposes.

c. Data Recovery

- In the event of a catastrophic system failure, off-site backed up data will be made available to users within three working days, if the equipment destroyed has been replaced by that time.
- In the event of a non-catastrophic system failure or user error, on-site backed up data will be made available to users within one working day.

d. Restoration Requests

- In the event of an accidental deletion or corruption of information, requests for restoration of information will be made.

e. Responsibilities

- Backups and Data Recovery for the below mentioned systems is done by System team members:
 - Library System.
 - SIS/ORS Database
 - HR.NET Database
 - Dynamic AX
 - Domain Controller (DC) Servers.
 - Windows Servers.
 - Archiving System.
 - E-Learning System
 - University Website
- Backups and Data Recovery for the E-Learning system are done by outsource to Renaissance InfoTech Company as it takes care of the support.



Equipment and Software Replacement Policy

Policy Name	Equipment and Software Replacement Policy		
Policy Owner	Supervisor, Office of IT	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Definitions

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

- **Software and Hardware Upgrading:** Within its life cycle, as defined in the following section, computers should require maximum of three major software upgrades (operating system or office suite) and should generally not require a hardware upgrade. However, if the user's requirements change, necessitating a change in hardware configuration, only one upgrade (RAM, hard disk and processor) should be scheduled during the equipment's life cycle.
- **Lab Supervisor** For each computing lab, the Lab Supervisor shall be responsible for monitoring the operation of all hardware and software resources in the lab. He/she shall immediately report to the Office of IT at the University about any malfunction of PCs or other computing and network resources. The Lab Supervisor shall also be responsible for general maintenance and for ensuring that students have no difficulty in efficiently utilizing all resources (hardware and software) throughout the semester. Also, at the end of each semester, all resources in the lab shall be thoroughly evaluated and maintained. In this regard, he/she shall contact the Office of IT for any needed support for periodic maintenance or upgrading at the end of each semester. Subsequently, the Lab Supervisor shall submit a report to the Lab Committee of the concerned College at the end of each semester about the functioning and adequacy of the hardware and software resources in the lab and steps taken for periodic maintenance and upgrading, if carried out.
- **Lab Committee.** The Lab Committee of each College shall coordinate with the Office of IT to ensure that all resources in the computing labs of the concerned College are regularly maintained and upgraded, if needed, to the satisfaction of the Lab Committee, faculty members, Lab Supervisors and students.

Policy Statement

USTF Equipment and Software Policy assigns it's the Office of IT the responsibility of providing and maintaining (or arranging maintenance for) all computing and network resources including faculty and staff PCs. The Office of IT is also responsible for maintaining and upgrading IT resources, hardware and software, for all computing laboratories in the University. In addition to periodic maintenance of computing and network resources provided by the Technology Service Department, the faculty and staff can contact the Helpdesk of the Office of IT for any needed maintenance. The Office of IT shall promptly respond to the request and carry out the required maintenance job.



Purpose of the Policy

The University life cycle for desktop and lab computers/workstations is three to four years. The life cycle for University and lab servers is determined by the application software and will be established individually. In an effort to balance the need to upgrade with the negative effects of replacement, computer purchasing must be orderly and planned in advance. The replacement policy outlined here covers all devices used by students, faculty, staff or administrative units.

Periodic Replacement

In general, computers should be replaced in specific locations when the hardware becomes a barrier to the user. This occurs primarily when the University's standard software suite, or the software required for instruction, service, or research work will not run effectively on the existing hardware. At the same time, it is important to realize that computer replacement is expensive, disruptive and labor intensive for both the end user and the IT staff. Changing computers often requires a migration of data files and ancillary programs from the older units to the new units, and may require relearning software functionality when the computer comes in with newer software versions. Further, adding a new computer with new software versions to an existing office or facility can cause problems when shared files are no longer compatible.

Computers Replacement

- The University life cycle for desktop and lab computer/workstations is three to four years. The life cycle for University and lab servers is determined by the application software and will be established individually.
- Areas that require more contemporary technology may receive new computers more often than the three to four years' life cycle. These locations are to be established in consultation with the College's Deans, and identified on the replacement schedule.
 - Replaced computers that are less than four years old will be recycled into locations to obtain an effective three to four years of primary use and maintain the University on an overall four-year replacement cycle.
 - Recycled computers should remain in their second location for at least one year. The distribution of recycled equipment is to be identified in the replacement schedule and managed by the campus and central representatives for their respective inventories.
 - For budgeting purposes, computer replacement should be included as an annual, specifically identified line item in the College's budget.
 - Replacement computers are to be purchased on a University-wide basis.
- The University establishes a standard computer configuration for each purchasing cycle. Some installations require additional options. A procedure will be developed in consultation with the Financial and Purchasing Departments to determine how options should be budgeted and purchased.
- A replacement schedule will be maintained as part of the University's computer inventory. The inventory/schedule will be maintained through the Technology Service Department.



- The Office of IT will be responsible for maintaining inventory/replacement information on the equipment within their areas and for requesting any changes in the replacement timeframes. The Office of IT will prepare the University's budget request for replacements and provide it to the Financial and Purchasing Departments at the appropriate time.
- For planning purposes, a computer's projected replacement date should be established when initially acquired.
- Replacement ordering will occur within the University's established computer ordering cycles.
- Computers purchased should be deployed so they equip entire departments, labs or offices during one purchase cycle. Users within definable networks, classes, offices and areas should all be working with hardware and software of the same vintage, except as follows:
 - Some office computers will not have the same software requirements as the rest of the office's equipment. For example, a PC may be a single function device used by a University aide where compatibility or efficiency of use is not a major factor. Here, a recycled PC or a PC replaced less often may be more appropriate as long as the presence of this computer on the network does not inhibit network security or functionality. The computer inventory/replacement schedule will document where these ancillary computers are used.
 - Computers should be purchased with enough technical capacity to support the user through the entire life cycle. The selection should seek to balance an increased life cycle resulting from purchasing increased capabilities against the initial cost. The standard PC configuration should not be modified external to the review/approval/involvement of the Technology Service Department
 - Computers are the property of the University. When a computer is replaced, it becomes available for reassignment to other uses at the University. Recycling plans are identified in the University's replacement schedule and will be managed by University staff.
 - Distribution decisions are made on a University-wide basis in advance of replacement. Upon the installation of a replacement computer, the recycled PC is normally returned to the warehouse or University storage location awaiting redistribution after all new replacement computers are installed.
 - Requests for recycled computers should be made to the University Technology Service Department. The University will develop procedures for managing recycle requests.
 - If an additional PC is needed within a department, the University should first look to acquire a unit from stock, of the same vintage as the rest of the department's equipment. The goal is to keep the entire department/unit on its initial replacement schedule and all users on the same software versions.
 - Some classes will require the most current equipment to support their educational needs. Rather than scheduling more frequent equipment replacement in the lab facilities these classes have traditionally used, USTF should consider moving the class to the easy to access facility.



- It is suggested that an evaluation be undertaken to determine whether the current lab structure is the most effective method of providing resources to departments and students. It may be that the utilization of the lab and/or the need for specialized equipment and software set-up.
- Justifies a lab dedicated to a particular curriculum, program, or service area. However, it is also possible that some labs could accommodate greater utilization and/or utilization by additional programs, courses or departments.

Periodic Maintenance and Updating

- The Office of IT is responsible for providing and maintaining (or arranging maintenance for) all computing and network resources including faculty and staff PCs. It is also responsible for maintaining and upgrading of IT resources, hardware and software, for all computing laboratories in the University.
- In addition to periodic maintenance of computing and network resources provided by the Technology Service Department, the faculty and staff can contact the Helpdesk of Office of IT for any needed maintenance. The Office of IT shall promptly respond to the request and carry out the required maintenance job.
- Within its life cycle, as defined in the following section, computers should require maximum of three major software upgrades (operating system or office suite) and should generally not require a hardware upgrade. However, if the user's requirements change, necessitating a change in hardware configuration, only one upgrade (RAM, hard disk and processor) should be scheduled during the equipment's life cycle.
- For each computing lab, the Lab Supervisor shall be responsible for monitoring the operation of all hardware and software resources in the lab. He/she shall immediately report to the Office of IT of the University about any malfunction of PCs or other computing and network resources. The Lab Supervisor shall also be responsible for general maintenance and for ensuring that students have no difficulty in efficiently utilizing all resources (hardware and software) throughout the semester. Also, at the end of each semester, all resources in the lab shall be thoroughly evaluated and maintained. In this regard, he/she shall contact the Office of IT for any needed support for periodic maintenance or upgrading at the end of each semester. Subsequently, the Lab Supervisor shall submit a report to the Lab Committee of the concerned Faculty at the end of each semester about the functioning and adequacy of the hardware and software resources in the lab and steps taken for periodic maintenance and upgrading, if carried out.
- The Lab Committee of each Faculty shall coordinate with the Office of IT to ensure that all resources in the computing labs of the concerned Faculty are regularly maintained and upgraded, if needed, to the satisfaction of the Lab Committee, faculty members, Lab Supervisors, and students.

Guidelines for purchasing new computers:

- New computers are to be purchased on a University-wide basis using the existing purchasing cycle.
- Upon purchase, new computers will be added to the University inventory and to the replacement schedule.



- New computer budget requests will be prepared by the Office of IT in consultation with the College Deans.
- University cyclical purchasing should include the purchase of a small stock of extra computers. These would be available to fulfill off-cycle requests for needs such as providing equipment for new hires. The stock would be kept current by distributing any unused product from the previous cycle, to individuals requesting machines on the upcoming cycle, and replenishing the stock of spares with the new order.
- Upon the creation of a new position, the department, office or University should include plans to acquire the necessary equipment. However, individuals hired on existing positions are expected to use equipment currently in place.



Health Services Policy

Policy Name	Health Services Policy		
Policy Owner	Manager, Office of Medical Services	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	May 2018

University of Science and Technology of Fujairah (USTF) is proud to have high quality health services available to its students. For convenience and easy access, the Medical Clinic is located at main buildings. The Medical Clinic is staffed with highly qualified practitioner and support staff to provide complete services compatible with primary care offices.

The University Medical Clinics seek to compliment the academic mission of USTF and is dedicated to providing educational, supportive, consultative healthcare services to students, staff, college and eligible dependents. In doing so, the Medical Clinic strives to make the campus a healthy and safe place to study, work and live.

Policy Purpose

- Provide primary healthcare to students, faculty, staff and eligible dependents.
- Provide emergency healthcare to Residential Hall and campus residents after working hours, at weekends and on holidays.
- Support the integration of University services and provide a healthy atmosphere to accomplish the University objectives of a disease-free community.
- Provide high quality integrated health services in a timely manner, providing complete customer satisfaction.

Policy Statement

- The University, as an employer, is committed to providing and maintaining a healthy and safe working environment that promotes wellbeing for all its employees, students and any other people who may be affected by its activities. The ultimate responsibility for ensuring implementation of this Policy lies with the University Office of Medical Services.
- University Office of Medical Services is responsible for ensuring compliance with the University Health Services Policy within their areas of control and are required to report annually on their health and safety action plans. They have a key role in encouraging a positive attitude to health and safety through appropriate management arrangements.
- All staff and students have a responsibility to promote a healthy and safe working environment to safeguard their own health that of their colleagues, and are required abiding by rules and requirements made under the authority of this policy.
- This Policy applies to all premises and activities within the control of the University.
- This Policy has the following objectives:
 - To comply with the requirements of relevant legislation and current good practice.
 - To identify significant hazards (the potential for harm), assess risks (the likelihood of that harm being realized) from activities involving those hazards and manage



those risks; We Comply with safety and health standards and regulations issued and enforced by UAE Ministry of Health.

- Regarding Personal Safety Guidelines (PPE), First Aids Kits, First Aid Emergencies Standards, Items Sterilization, Workplace and environment Safety, Occupational Safety and Health Standards, Hazardous Waste Operation.
 - To promote a positive attitude to health and wellbeing at the University amongst all staff and students;
 - To ensure that employees, students and others are adequately informed of the relevant identified risks;
 - To ensure that employees, students and others receive appropriate instruction, training and supervision;
 - To ensure that staff and students are competent to deal with the risks they encounter;
 - To consult widely with staff and students and with employees' representatives on health matters;
 - To ensure that this documentation and supporting information is made accessible, primarily through the University's web pages and at induction for staff;
 - To make arrangements for co-ordination and co-operation with other employers;
 - To monitor actively the management of risks to health;
 - To review the effectiveness of health risk management and where appropriate to implement improvements;
 - To provide expert occupational health and safety advisory services.

Immunization policy for USTF Students

All students are required to have a complete immunization record at registration time. Any special case regarding immunizations is discussed with the student individually.

- **Tetanus:** Students required to have Tetanus immunization (TD or Tdap) every 10 yrs.
- **Measles, Mumps and Rubella:** Students must show documentation of two (02) MMR vaccinations or documentation of positive IgG titers for measles, mumps, and rubella.
- **Varicella:** Students must document month and year of disease, show proof of chicken-pox vaccination dates or documentation of a positive Varicella IgG titer. All Students of Medical programs must be tittered.
- **Hepatitis B:** Students must show documentation of three (03) doses of Hepatitis B vaccine or a positive Hepatitis B Surface Antibody. All College of Dentistry Students must show evidence of a positive Hepatitis B Surface Antibody.
- **TB skin testing:** All students are required to receive an annual TB skin test. Vaccinations are under the policy of Ministry of Health/ Preventive Medicine, UAE.

Duties and responsibilities

The Medical Services Administration provides the following primary healthcare, within available capabilities, through its clinic:

- Round-the-clock services for males and females



- General Clinic: primary healthcare, treatment, preventative medicine and health education on common diseases through the general practitioners to the University community;
- Nursing: comprehensive nursing care and services, including routine and emergency cases, recording patient details and providing treatment;
- Reception: receiving patients, preparing the patient files and records, recording personal data, preparing daily, monthly and annual statistics;
- Referral System: referring urgent cases to hospital specialists;
- Medical Insurance work for our staff members and their dependents
- Following up chronic cases and coordinating referrals to hospital specialists if necessary;
- Approving medical checkups for new students done in MOH facilities.

Medical units

There is a medical unit on the University campus, as well as in the student hostels. The medical units ensure that a healthy environment is maintained in all university premises, and provides students with the following medical services:

- Medical examinations for new students done in MOH preventive medicine with delivery of medical certificates showing that the student is fit for studying and free of infectious diseases, approved by USTF medical clinics;
- Examination and prescription treatment as appropriate;
- Emergency treatment;
- Medical supervision of sporting and social activities;
- Raising health awareness among students;
- Organizing seminars on medical issues for the benefit of students;
- First-Aid training;
- Checking medical certificates and advising on medical-based student excuses according to the University policy given to every new student during registration time titled “**Announcement to New Students**”. This announcement explains that:
 - Students who miss lectures or exams for medical reasons have to present their medical reports in the University clinic within 48 hours from the end of their sick leaves. It should be the original sick leave.
 - Medical certificates will be approved by the University doctors’ decision.
 - During the exams, sick leaves should be issued from the University clinic or hospitals.
- Regarding sick leaves for staff members, every employee should have the USTF medical approval stamp before submitting it to the Office of HR.
- All employees benefit from USTF medical insurance, which allow them to consult in most hospitals, and medical clinics across the country.
- Our medical center in USTF provides the same services for employees under the coverage of the insurance to facilitate the access to the medical care in the working place Free of charges.



- Some of the many services offered at the University Office of Medical Services:
 - Emergency First Aid
 - Daily consultations
 - Visits for illnesses or injuries
 - Minor procedures
 - Health awareness sessions on subjects such as: Diabetes, Smoking and weight management
 - Psychological support.



Health and Safety Policy

Policy Name	Health and Safety Policy		
Policy Owner	Supervisor, Office of IT	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

This policy applies broadly to all members of the University community and all University-owned and managed facilities and operations. The University also recognizes the importance of a healthy, safe work and study environment for the well-being and productivity of staff and students, and as a principle of business sustainability.

This policy purpose is to outline the University's commitment to protect all members of the University community, as well as ensure compliance with all applicable regulations.

Policy Statement

USTF is committed to protecting the health and safety of all members of the University community. To demonstrate this commitment, USTF shall be a leader amongst universities for health and safety issues. Therefore, it shall be the policy of USTF to:

- Provide facilities and operations that are safe and healthful;
 - Strive to prevent all occupational injuries and illnesses by emphasizing safety management, education and training, and safe work practices;
 - Comply with all applicable health and safety laws and regulations;
 - Minimize waste, and reuse/recycle materials when it is economically and environmentally appropriate;
 - Ensure that health and safety is a principal consideration in the design, construction, and/or renovation of all University buildings and facilities;
 - Establish goals, measure and report health, safety, and environmental performance;
 - Incorporate health, safety and values in the University's teaching and research while maintaining the independence and vitality of these activities.
- a. The University Deans, Heads of Department and Administrative Directors are required to:**
- ensure that this policy is effectively implemented within their areas of control;
 - ensure regular review of workplace health and safety practices in their areas of responsibility;
 - provide opportunities for appropriate training in workplace health and safety;
 - support supervisors in ensuring health and safety policies and procedures are implemented, including effective communication of relevant information;
 - hold supervisors accountable for workplace health and safety in areas under their control;
 - allocate appropriate resources to ensure effective implementation of the policy.
- b. Supervisors are required to ensure that:**
- Work/study/research areas under their control are safe;
 - Behavior of all persons in areas under their control is in accordance with; relevant



legislation and University health and safety policy and procedures.

c. Staff, students, visitors and contractors are required to:

- comply with the University health and safety policies and procedures;
- conduct their activities in a manner which prevents personal injury or injury to others, and/or damage to property;
- cooperate with and actively participate in the University's safety management system;
- report any unsafe conditions or acts that come to their attention.

USTF's Office of Medical Services is responsible for implementing the University policies by providing consultation, education, training, audits, and by displaying safety instructions in classes, labs, corridors and general information on the university website.

This Safety Statement will be reviewed annually and revised as necessary, in accordance to the observations raised during audits or organized drills with local authorities such as the fire department. This planned exercises are conducted at least once a year, and include appropriate fire precautions to prevent fires, detect them if they arise and ensure the safe and swift evacuation of everyone from a building in which a fire has started.

Emergency Evacuation

In the event of a fire or other emergency, seconds count. The safe, orderly and prompt evacuation of building occupants depends on having the physical safety features of a building in operating condition as well as having an emergency evacuation plan. The cooperation and participation of every building occupant is essential. Every person that lives and works in a building on campus has an individual responsibility to know how to evacuate in an emergency and to accomplish the evacuation when the fire alarm device sounds or when directed by an authority. This guide will help you to prepare for emergency situations that might arise in your facility.

a. Pre-plan your escape

- Know the location of fire alarm pull box locations.
- Make sure your floor has at least two unobstructed ways out.
- Check the fire exits to make sure they are usable.
- Do not use the elevators. They could become disabled, trapping you on the fire floor.
- Know the location of fire rated stairwells that will provide a protected path all the way to the outside.
- Learn the sound of your buildings fire alarm. They could be bells, chimes, horns or a coded gong.

b. If there is a fire or fire alarm, everyone evacuates!

- If you discover a fire or smoke condition, sound the building alarm by activating the nearest pull station.
- Make a follow-up call to University Service no. 0505764746 or police emergency no. 998
- Whenever you hear the fire alarm sound, leave immediately! Do not assume the fire alarm is false or a test and wait to see what others do. In a fire, seconds count.
- Try to help others, if you can do so safely.



- Unless unusual conditions dictate otherwise, the best evacuation route is the nearest stairway and out the nearest exit.
- When leaving, close (do not lock) the door behind you. If the door locks automatically, take your key with you in case you need to get back in for refuge.
- Once outside, meet at your assembly point and take a head count to make sure everyone is out and accounted for. Never attempt to re-enter the building to search for someone missing, let fire or police officials know.

c. Is the door hot?

- Before opening a door, you should make sure there is no fire on the other side by using the back of your hand to touch the door, door knob or door frame.
- If the door is hot, don't open it, there is probably fire on the other side. If cool, open the door slowly, leave the area and close the door behind you.
- Stay low when there is smoke.
- If you encounter smoke while escaping, crawl or get as low as you can. The cleanest air will be within 1 to 2 feet from the floor. If the main exit is blocked by fire or smoke, you should use your alternate route. If this is not feasible, go back in your room to wait for rescue.

d. If you can't escape

- Close all doors between you and the fire.
- Seal cracks around doors with cloth to keep the smoke out.
- Call 998 to notify them of your location.
- While waiting for rescuers, signal from a window by hanging clothes out the window,

Emergency Evacuation Plans

USTF parking and traffic system was established to provide convenient parking for faculty, staff, students and visitors and to facilitate the safe operation of all motor vehicles on property owned or controlled by USTF.

Any member of the faculty, staff or female student body who operates a motor vehicle on campus must register that vehicle with the university in order to receive a campus-parking sticker. Registration entitles a person to drive on campus and to park in designated parking lots only. It does not guarantee the availability or location of a parking space.

Policies and Regulations

- University of Science and Technology of Fujairah (USTF) assumes no liability for damage or loss to private vehicles, their occupants or their contents while on university property.
- Parking and use of vehicles on campus without registration or permission from the university or in violation of regulations is prohibited.
- Vehicles shall not be operated beyond posted speed limits. The campus speed limit is 25 kilometers per hour.
- No motor vehicle shall be driven or parked on a walkway.
- No person shall park a motor vehicle other than in designated parking areas unless specifically authorized by the university.
- Drivers on campus must obey all university regulations and all provisions of Fujairah



Police and Traffic Law. Drivers must obey all traffic signs and directions from USTF security personnel, who are authorized to enforce all traffic and parking regulations.

- Vehicles must be operated in such a manner as not to endanger or injure pedestrians, property or other vehicles and drivers.
- Violators will be reported to the University Facilities and Services Office.
- At all times, students are prohibited from using spaces and parking lot sections reserved for handicapped persons, visitors, faculty and staff.
- Parking is prohibited on walkways, on crosswalks, at roundabouts and in other restricted areas. Additionally, parking that obstructs traffic is prohibited.

a. Special Parking Privileges

The following special parking permits are issued only by the Facilities & Services Office.

Abuse of special parking privileges will result in automatic revocation.

Handicapped Persons

Parking spaces for handicapped are reserved for those who have special handicapped license plates or permits for handicapped parking issued by the Medical Services Office. Members of the university community who suffer a temporary disability that clearly affects their ability to walk may apply to the University Medical Clinic for a temporary handicapped parking permit. Unauthorized parking in a handicapped space will result in a fine.

Visitors

Students are responsible for their guests. Guests must obtain a temporary parking permit and comply with all USTF regulations. Guests must leave their photo ID with the security at the university gates. It will be returned upon leaving the campus. Visitors will also receive a sticker that should be fixed on the vehicle and returned to the security personnel upon departure.

b. Restricted Areas

Loading Zones/Deliveries/ Entrance

Each academic building on campus and each dining hall is provided with a loading zone adjacent to the building. No parking is permitted in loading zones except for vehicles making deliveries. Standing is permitted in loading zones while a delivery or pick-up is being made. Such standing is presumed to be of a short duration (no more than 15 minutes) and is not to exceed the period during which the vehicle is required to complete loading or unloading.

Walkways (Parking off pavement)

Walkways include any paved way on campus that is not defined as a roadway. No driving is permitted on any walkway except under emergency circumstances. (Emergencies are presumed to refer to the need to bring fire, rescue, ambulance, and security or police vehicles close to a building in order to safeguard lives and property.) Where exceptional circumstances require vehicles access to a walkway, permission must be obtained in



advance from the Director of Security on a case-by-case basis. Permission in one instance is not a precedent and does not carry over to a similar circumstance in the future.

Parking Reservation

- USTF reserve parking spots for all faculty and staff members.
- Students can use parking spots in designated parking areas inside or outside the University buildings.
- USTF parking of faculty, staff and students is free of charge.

Car Stickers

All faculty, staff and female students must register their vehicles at the Office of University Facilities and must display a valid USTF parking sticker on the windshield. Registration entitles a person to drive on campus and to park in designated parking spaces in parking lots only. It does not guarantee the availability or location of a parking space.

- Permanent stickers are issued to USTF female students, faculty and staff and should be renewed annually.
- Temporary stickers are issued for visitors, faculty or staff on campus part-time or short-term, and contractors.
- Hangtags are available for faculty, staff and students who own more than one car.
- Vehicles may be registered in the Office of University Facilities. Each applicant must show a valid vehicle registration and USTF valid ID card.
- Faculty staff and students are not charged for car stickers.

Drivers on campus must obey all university regulations and all provisions of Fujairah Police and Traffic Law.

For faculty and staff

- For first offenses, strict warning sticker is placed on the car.
- For second offenses, a strict warning sticker is placed on the car and the police is notified to issue a fine.

For students

- For first offenses, strict warning sticker is placed on the car.
- For second offenses, a strict warning sticker is placed on the car and the police is notified to issue a fine.

Police intervention

Offending vehicles are subject to certain police liaison cases as follows:

- Blocking the road or loading areas and traffic in any way whatsoever.
- Parking without permission in a parking spot reserved for the disabled.
- Parking in non-designated parking spaces.



Data Security Policy

Policy Name	Data Security Policy		
Policy Owner	Supervisor, Office of IT	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Definitions

- **USTF:** University of Science and Technology of Fujairah
- **IT:** Information Technology.
- **IT Resources:** IT resources include but not limited to the following:
 - Systems such as Archiving System, and Library System.
 - Software
 - Hardware and Services.
 - USTF Computer Labs
 - College Computers, Desktop or Laptop.
 - Terminals.
 - Modems.
 - Printers.
 - Networks (wired and wireless).
 - Telecommunication devices (landline and mobile phones, PABX, faxes).
 - Storage media and related equipment, and data files owned or managed by the University.
 - Email (Students and Faculty).
- **Network and Security:** Network hardware and the services operating on the hardware or utilizing the hardware to perform tasks. USTF utilizes both wired and wireless networks.
- **Passwords/User Account:** The mode of secured personal access to pre-determined IT resources.
- **User:** Any person who makes use of any IT system, hardware or service owned or leased by USTF.
- **Technical Support:** Providing maintenance service for all faculty members and students in USTF with it the IT resources.
- **Helpdesk:** Helpdesk is an information and assistance resource that troubleshoots problems faced by College members, administrative faculty and students related to IT resources, Network and Security, and Password/User Account. For purposes of this policy, unless otherwise stated, the following definitions and abbreviations shall apply:

Purpose of the Policy

The purpose of this policy is to set a rule of using the USTF account (student and staff) and how to protect your account by a password.

a. User Accounts:

- Accounts are intended to be personal. The individual to whom the account has been created is responsible for ensuring that his/her username and password remain confidential. No one is allowed to use another person's username and password.
- User Account (Faculty members):



- USTF full time members should have Passwords/User Account. It will be created automatically after adding the employee to the HR system.
- The employee should receive a letter and email with his/her Password/User Account details and how to use it. The created password will be used at the first login only, and then the user should reset it.
- Part-timers may request Password/User Account for each service independently. It will be created temporarily for a period of one semester, and then it will be disabled automatically. The user may call Helpdesk to reactivate it. The Helpdesk should contact the HR first to confirm that the user is still working for USTF.
- The faculty members may contact the Helpdesk to reset the password in case of losing it.
- The cancelation process for the fulltime employees will be done automatically when the employee completed the clearance form and his/her status is changed to inactive on the System.
- To increase the level of security at USTF Account (Network and email) and the System, and minimize the level of attacks of viruses, worms, Trojans and hackers, please note that we have implemented the following security measures:

b. User Account (Student):

- All freshmen students should receive an identification letter with their Password/User Account details and how to use it after the drop/add period of each semester.
- All registered students should have Passwords/User Account.
- The Password/User Account will remain active during the whole study period only.
- Students who, for a reason or another, lose their passwords must pay an AED 15/- fine in return for having it back.

c. Password:

Password policy applied on Faculty's User accounts:

- Maximum Password Age is 60 days (meaning that user have to change the domain password every 60 days)
- Minimum Password Length is 8 characters
- The Password Policy is divided into levels according to the user privilege. The below mentioned policy is applied to faculty members, advisors and secretaries.
- Maximum Password Age 60 days
- Minimum Password Length 8 characters
- The password cannot be same as the User ID.
- Software protection token is used as a second password that changed every 10 minutes and should be used in addition to the original password.

d. Applied Password Policy on Desktop:

- Enable Password Screen saver option after 2 minutes of idle session.
- This option would force the user if he/she did not use the computer for two minutes to re-enter the password. In case another user comes to use the computer, he/she should restart the computer and login with his/her network account.

e. Account lockout policy:

- Account lockout policy disables a user's account if an incorrect password is entered for a particular number of times over a specified period. These policy settings help us to prevent attackers from guessing users' passwords, and they decrease the likelihood of successful attacks on our network.



- Account Lockout Duration: 60 minutes
- Account Lockout Threshold: 50 invalid logon attempts
- Reset account lockout counter after: 30 Minutes

f. Network and Security

Security:

- Threats to the security of information and the integrity of networks at USTF and elsewhere include viruses, hackers, and unauthorized persons. Consequently, it is the responsibility of the user not to disclose his/her password to any person.
- It is prohibited to connect any personal computer, server, printer, firewall, network router, network switch, or other electronic device to the USTF data network without the express approval of the IT and Networks Director.
- When any use of information technology at the University presents an imminent threat to other users or to the University's technology infrastructure, network and systems administrators may take whatever steps are necessary to isolate the threat, without notice if need be.
- The Office of IT does everything in its power to prevent viruses from entering the USTF network. Measures taken include virus scanners on the desktop computers, file servers, and email servers. However, users still need to be vigilant about protecting themselves from viruses, such as downloading suspicious files and opening suspicious attachments.
- Any attack or bid to attack the USTF systems or networks will result in prosecution of the attacker according to the federal laws of the UAE.
- Access to IDF rooms and server rooms is limited to IT faculty only.

Network:

The IT Network policy and procedures have been developed to provide students, college, and faculty access to a reliable, robust, and integrated wireless network and to enhance security of the campus wireless network to the maximum extent possible.

- All USTF users are subject to the following wireless guidelines as well as existing guidelines for the wired network. The wireless network is an extension of the existing network and therefore falls under the control and supervision of the Technology Service Department. Due to the complex nature of wireless technologies it is imperative that users of the wireless network follow the guidelines and policies outlined in the following.
- All University network users must register with the IT Dept. to obtain a user account and a password. The purpose of user accounts and passwords is for authentication of users and tracking users and devices, not to limit access. Guests must be registered by an employee or College/Department/Unit. Guest user account shall be issued for a limited period of time.
- Wireless networks are NOT a replacement for wired networks. The purpose of the wireless network is to extend the wired network by providing Web browsing and e-mail access in areas of transient use such as common areas. Wireless networks have a much smaller bandwidth than wired networks; therefore, applications that require a large bandwidth may overload the wireless network. Wireless networks work best when the number of users is limited - the more users, the smaller the share of the bandwidth available to each.



- Only wireless hubs installed and managed by IT will be allowed for use on the USTF wireless network. Students and college are not permitted to install their own wireless networking equipment. Departments wishing to implement a wireless network must notify the Technology Service Department. The Technology Service Department will survey the site and determine the feasibility of a wireless connection. Only hubs pre-evaluated and installed by the Technology Service Department will be used.
- The Technology Service Department needs help from all members of the campus community in minimizing the potential interference from such "wireless" devices as Bluetooth wireless devices, cordless phones and audio speakers. The Office of IT requests that the use of all other 2.4 GHz devices be discontinued in USTF owned buildings. The Technology Service Department reserves the right to restrict the use of all 2.4 GHz radio devices in all buildings and all outdoor spaces on the USTF campus.
- Wireless should only be used for mobile computing. Any time wired access is available; it should be used for increased performance.
- Any effort to circumvent the security systems designed to prevent unauthorized access to any USTF wireless network may result in the suspension of all access to USTF network and an appearance before the appropriate disciplinary board.

g. Prohibited Acts and Proper Resource Utilization

The Office of IT is neither an investigative nor a disciplinary entity in its primary responsibilities. However, in cases where University resources and privileges are abused or otherwise threatened, the department may be asked to take appropriate steps. Immediate revocation of access and subsequent prosecution by the authorities, for example, might be directed. Such revocation may be appealed to the IT committee.

Another example would be to both discipline and hold accountable an individual who damages IT resources. Improper access or modification of USTF information in a computer system may also bring a stiff penalty.

h. Prohibited acts include but are not limited to the following:

- Intentional denial of computing service to other users.
- Exploitation of insecure accounts or resources.
- Attempting to guess, crack or otherwise determine another user's password.
- Interception of network transmissions with hardware or software "sniffers".
- Forging of electronic mail or electronic news or otherwise misrepresent themselves or other individuals in any electronic communication.
- System administrators are not to use their access to examine the private information of other users except in the course of resolving problems and where access to such information is necessary. In these cases, IT faculty is required to seek permission and oversight.
- IT faculty may not transfer resources (hardware, software and documentation) from designated locations without the explicit permission of their supervisor.
- USTF employees or students may not load any software onto their workstations or servers, which has not been purchased or is not free. Software identified as "shareware" should be examined carefully to ensure there is compliance with any licensing requirements. Under no circumstances will software binaries from unknown or illegal sources be placed on workstations or servers.



- Under no circumstances will USTF employees or students share account passwords, key combinations, alarm codes, keys, access cards or any other access control mechanism for any University resource or facility with any individual in a manner inconsistent with the policies established by their supervisor. In the absence of such policies, employees must have the explicit permission of their supervisor to share any access mechanism to any department resource.
- USTF faculty or college who bring vendors or personal guests into USTF IT facilities must make sure that these guests are escorted at ALL times with care given to protecting USTF equipment, facilities and information.
- IT management reserves the right to audit University owned workstations and servers without warning for the purpose of verifying software-licensing compliance.
- USTF employees or students may not load or install any software that may abuse the bandwidth of USTF Network/Internet.
- All computer and network access is denied unless expressly granted. Access is generally granted by the Technology Service Department in the form of computer and network accounts to registered students, college, faculty, and others as appropriate for such purposes as research, education (including self-study), or University administration. University accounts are protected by passwords.
- Accounts are assigned to individuals and are not to be shared unless specifically authorized. You, the user, are solely responsible for all functions performed from accounts assigned to you. Anything done through your account may be recorded. It is a violation of University Policy to allow others to use your account. It is a violation to use another person's account, with or without that person's permission.
- The password, used with the account, is the equivalent of an electronic signature for the user. The use of user-id and password authenticates the identity and gives an on-line affirmation the force of a legal document. The user should guard the password and account as he/she would his/her check book and written signature. It is a violation of this Policy to divulge your password to anyone. It is a violation to attempt to learn the password to another person's account, whether the attempt is successful or not.
- The User may not attempt to disguise his/her identity, the identity of your account or the machine that you are using. The user may not attempt to impersonate another person or organization.
- The User may not attempt to monitor other users' data communications; he/she may not infringe the privacy of others' computer files; the user may not read, copy, change, or delete another user's computer files or software without the prior express permission of the owner.
- The User may not engage in actions that interfere with the use by others of any computers and networks. Such conduct includes, but is not limited to, the placing of unlawful information on the system; the transmitting of data or programs likely to result in the loss of the recipient's work or system downtime; the sending of "chain letters" or "broadcast" messages to lists or individuals; any other use that causes congestion of the networks or interferes with the work of others.
- The User may not engage in actions that threaten or intentionally offend others, such as the use of abusive or obscene language in either public or private messages, or the conveying of threats to individuals or institutions by way of USTF computers and/or networks.



- The User may not attempt to bypass computer or network security mechanisms without the prior express permission of the owner of that computer or network system. Possession of tools that bypass security or probe security, or of files that may be used as input or output for such tools, shall be considered as the equivalent to such an attempt.
- The User may not alter copy or translate software licensed to another party. The user may not make available copyrighted materials without the express permission of the copyright holder. Respect for intellectual labor is vital to the academic discourse. Violations of authorial integrity, plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations may be grounds for university sanctions as well as legal prosecution.
- Anyone who does not abide by the rules above will be referred to the University's Legal Advisor.

i. Summary

- To summarize, access to University computing and communications equipment and facilities may be revoked for reasons including, but not limited to:
 - Attacking the security of the system;
 - Modifying or divulging private information such as file or mail contents of other users without their consent;
 - Misusing or abusing Internet/Network by using Internet tools or software that may affect the performance of the Internet/Network;
 - Modifying or destroying University data;
 - Using the networks/Internet in a manner contrary to the established guidelines;
 - Users who are using a different domain other than USTF domain.
- Finally, users may not read sensitive information simply because it is accessible to them - because of accidental exposure and/or through the malice of others who have broken into a system or are misusing their access privileges. When sensitive information is recognized as such, it should not be examined further, but reported to the keeper of the materials, if known, or reported to management.



Use of Technology Resources Policy

Policy Name	Use of Technology Resources Policy		
Policy Owner	Supervisor, Office of IT	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Definitions

- **USTF:** University of Science and Technology of Fujairah.
- **Servers:** Technology Service Department currently maintains a variety of UNIX, Win 2000 and NT servers for University use. MS Windows NT systems exist to facilitate software distribution and printing for office and student lab environments.
- **Operating Systems:** Operating systems currently supported (for desktop computers) include Windows 2000 and Win XP. There are special requirements for UNIX workstations in the College of Engineering. Upgrading takes place in a controlled manner.
- **Software and Hardware:** Software and hardware to be installed should be requested by the Dean or director and it may not be installed or connected to the University systems without the approval of the IT Committee. This includes the data and telephone networks.
- **Network:** All University affiliates (faculty, staff and students) are permitted to use the University network and selected computing resources at all times while the network is available.
- **IDF Rooms:** are intermediate distribution frame rooms having a cable rack that interconnects and manages the telecommunications wiring between the main distribution frame (MDF) and workstation devices. The IDF at rooms USTF are under the authority and responsibility of the Office of IT. Everyone within USTF community who uses the University computing and communication facilities has the responsibility to use them in an ethical, professional and legal manner.

Policy Statement

The Office of Information Technology considers all temporary and permanent connections via the University network, to be subject to the provisions of this policy. The Office of IT policy is considered to apply down to the Data Link layer in the protocol stack of user machines, which users connect to the Office of IT network. All telephone equipment used by the University shall also be covered by this policy. Computing resources not owned or approved by USTF may not be connected to the University's network.

Purpose of the Policy

The policies and procedures of the Office of IT at USTF has developed and implemented are designed with the purpose to make the use of IT resources and services efficient and more effective.

Policy Content and Guidelines

These policies and procedures have been classified into four categories as follows:

- a. General
- b. Wireless Networking
- c. Online Registration



d. Use of Computing Services

a. **General**

The IT policies and procedures related to the use of its resources and the utilization of its services are described below.

General Conditions:

- Users' use of IT equipment is subject to their acceptance and compliance with USTF IT Policies and Procedures. They have the responsibility to keep themselves up-to-date on possible changes in these IT Policies and Procedures, as published, and to adapt to those changes as necessary.
- USTF information technology is for the use of USTF faculty, students and staff for performing their various activities such as teaching, research, and administration. Any use counter to this, or which interferes with the use of IT resources by other users, is unacceptable.
- Violations of information technology Policies and Procedures typically result in University disciplinary action, which may have serious consequences, and in some cases, may result in a legal action.
- **Helpdesk:** All requests for technical assistance should be directed to the Helpdesk of the Office of IT. Users seeking help regarding an IT issue must refrain from calling IT staff directly.
- **User Accounts:** Accounts are intended to be personal. The individual to whom the account has been created is responsible for ensuring that his/her username and password remain confidential. No one is allowed to use another person's username and password. Users who, for a reason or another, lose their passwords must pay a DHS 15 fine in return for having it back.

Security:

- Threats to the security of information and the integrity of networks at USTF and elsewhere include viruses, hackers, and unauthorized persons. Consequently, it is the responsibility of the user not to disclose his/her password to any person.
- It is prohibited to connect any personal computer, server, printer, firewall, network router, network switch, or other electronic device to the USTF data network without the express approval of the Office of IT.
- When any use of information technology at the University presents an imminent threat to other users or to the University's IT infrastructure, Office of IT may take whatever steps are necessary to isolate the threat, without notice if need be.
- The Office of IT does everything in its power to prevent viruses from entering the USTF network. Measures taken include virus scanners on desktop computers, file servers, and email servers. However, users still need to be vigilant about protecting themselves from viruses, such as downloading suspicious files and opening suspicious attachments.
- Any attack or bid to attack the USTF systems or networks will result in prosecution of the attacker according to the federal laws of the UAE.
- Access to IDF rooms and server rooms is limited to IT staff only.



Video Conferencing: To solicit videoconferencing services, a form containing specific details must be filled in and sent to the Helpdesk. In order for the Office of IT to make the necessary preparations and conduct testing, the following must be respected:

- If the connection is between USTF and Ajman University (AU), a 48-hour notice must be given to the Office of IT;
- If the connection is between USTF and another location within the UAE, a 72-hour notice is needed; and
- If the video conferencing is between the UAE and another country, no less than one week of notice is necessary.

Event organization: Any college soliciting IT services to help organize an event (other than video conferencing) should give the Office of IT at least a 48-hour notice in order for the Office of IT to arrange equipment and make necessary preparations.

Cancellation: If the Office of IT is involved in the organization of an event which later on is cancelled, the party in charge of the organization should notify the Office of IT of the cancellation as soon as the decision is made.

Computer labs: There are many computer labs accessible to USTF faculty, staff and students. Computer labs are run by USTF colleges and supervised by Lab Supervisors who are charged with the responsibility of assisting users in making use of computing resources on University.

Internet: Internet should be used solely for purposes of research or studies. In order to prevent slow internet connection, faculty, students and staff must refrain from downloading audio or video files, or games.

Wireless Networking

The IT wireless policy and procedures have been developed to provide students, faculty and staff access to a reliable, robust, and integrated wireless network and to enhance security of the University wireless network to the maximum extent possible.

- All USTF users are subject to the following wireless guidelines as well as existing guidelines for the wired network. The wireless network is an extension of the existing network and therefore falls under the control and supervision of the Office of IT.
- All University users must register with the Office of IT to obtain a user account and a password. The purpose of user accounts and passwords is for authentication of users and tracking users and devices, not to limit access. Guests must be registered by an employee or College/Department/Unit. Guest user account may be issued for a limited period of time.
- Wireless networks are NOT a replacement for wired networks. The purpose of the wireless network is to extend the wired network by providing Web browsing and e-mail access in areas of transient use such as common areas. Wireless networks have a much smaller bandwidth than wired networks; therefore, applications that require a large bandwidth may overload the wireless network. Wireless networks work best when the number of users is limited - the more users, the smaller the share of the bandwidth available to each.
- Only wireless hubs installed and managed by IT will be allowed for use on the USTF wireless network. Students and faculty are not permitted to install their own



wireless networking equipment. Departments wishing to implement a wireless network must notify the Technology Service Department. The Office of IT will survey the site and determine the feasibility of a wireless connection. Only hubs pre-evaluated and installed by the Office of IT will be used.

- The Office of IT needs the cooperation of all members of the University in minimizing the potential interference from such "wireless" devices as Bluetooth wireless devices, cordless phones and audio speakers. The Office of IT requests that the use of all other 2.4 GHz devices be discontinued in USTF-owned buildings. The Office of IT reserves the right to restrict the use of all 2.4 GHz radio devices in all buildings and all outdoor spaces on USTF.
- The wireless network should only be used for mobile computers. Any time wired access is available; it should be used for increased performance.
- Any effort to circumvent the security systems designed to prevent unauthorized access to any USTF wireless network may result in the suspension of all access to USTF network and an appearance before the appropriate disciplinary board.

Online Registration

All continuing degree students at University of Science and Technology of Fujairah have the opportunity to register online for courses. Students may also register in person at the Office Admissions and Registration during prescribed registration dates and times. However, online registration is recommended to avoid long lines and delays in the registration process. Laptop computers will be available in the Deanship of Student Affairs for those wishing to register online with personal assistance from a representative from the Deanship.

- In order to register, all students must have activated their USTF E-mail accounts. Registration materials will be mailed to all students via postal mail and electronically.
- Students will be allowed to register on specific dates determined by the number of credits they have completed (not registered for). Students must meet with their faculty advisor prior to registration. Once a prescribed set of courses has been determined, academic advisors will release the student for registration. If the student has not been released, the system will not allow him/her to register online.
- In order to take advantage of online registration, students must have an active USTF e-mail account and have accessed the system. The Technology Service Department can service any students who have not activated their email accounts.
- All potential holdups for online registration should be resolved before attempting to register online. Students should clear any holds assigned to their accounts and ensure that they have all necessary prerequisites completed. Students will not be allowed to register for courses that meet at the same time, courses that require permission from the instructor for entry, or courses for which the appropriate prerequisites have not been completed.
- Students will be required to sign a disclaimer before registering online. They will a message before being allowed to continue through the system. Students that do



not follow the prescribed program as outlined in the University Catalog for the year they entered USTF may impede their academic progress. By signing the disclaimer, students accept all responsibility for any registration changes they make that were not approved by an academic advisor. The disclaimer reads: I, the undersigned student, accept sole responsibility for registering for the above course(s). I understand that failure to register for this/these course(s) may impede my degree progress. Further, I agree that I will be held liable for any tuition and fees incurred by such registration - whether online or in person - in accordance with the college's policies as published in the current college bulletin or catalog.

- Students may view their account statement (bill) online through the system. The statement will show up-to-the-minute information regarding the schedule, tuition and fee charges, pending financial aid, and account balance.
- The Office of Admissions and Registration will be open on extended hours to assist students in the online registration process.
- In addition to seeing financial statements online, official invoices will be mailed once the registration period has ended.
- Course bulletins will be printed, but the most up-to-date course information will be available on the system.

Use of Computing Services

USTF computing services refer to all computers owned or operated by the University and includes hardware, software, data, communication networks associated with these systems and all allied services. The systems range from multiuser systems to personal computers, whether free standing or connected to networks.

The computing services at USTF are to be used in a manner that supports the mission of the University in fostering the overall academic climate.

Instructions for all Users of students, faculty and staff with privileges on University computing systems and services.

Academic and Professional Ethics. Users must apply standards of normal academic and professional ethics and considerate conduct in the use of all USTF computing systems and services or any other computer system accessed by virtue of their affiliation with USTF. Users agree to and are bound by these and all other applicable rules and regulations, including the student code of conduct and Federal Laws of the UAE.

- **Identification and Authorization.** Users of USTF computing services must be identified either through the physical location of an office computer or through an authorized USTF computer account in the case of multiple user systems. Students may not access or use another person's computer account or allow another person to use his or her account. Users should logout of shared systems and take reasonable precautions to secure access to office or lab computers. USTF computing systems and services may not be used as a means of unauthorized access to computing accounts or systems inside of or outside of the University's systems.
- **Purpose.** Computing services are provided in support of the teaching, research and public service mission of the University and the administrative functions that support this mission. The unauthorized use of USTF computing services for



personal profit or other activities not in furtherance of the mission of the University is prohibited. University computing services may be used for personal purposes such as Resume writing, E-mail and Internet (not for chatting), provided that such use does not (i) directly or indirectly interfere with the University operation of computing facilities, (ii) burden the University with noticeable incremental cost, (iii) interfere with the computer user's employment or other obligations to the University, or (iv) violate other University regulations or laws.

Copyright and Intellectual Property. Computer users may use only legally obtained, licensed data or software in compliance with license or other agreements and the UAE copyright or intellectual property laws. Respect for intellectual labor and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgement, right to privacy, and right to determine the form, manner and terms of publication and distribution. Because electronic information is volatile and easily reproduced, respect for the work and personal expression of others is especially critical in computer environments. Violations of authorial integrity, including plagiarism, invasion of privacy, unauthorized access, and trade secret and copyright violations are grounds for sanctions.

Privacy. Computer users must respect the privacy of others by refraining from inspecting, broadcasting, or modifying data files without the consent of the individual or individuals involved.

False Identity. University users of e-mails or other electronic communications shall not employ a false identity. Nor may e-mails be sent anonymously with the intent to deceive.

Interference: University computing services shall not be used for purposes that could cause or reasonably be expected to cause, directly or indirectly, excessive strain on any computing facilities, or unwarranted or unsolicited interference with others' use of computing services. This provision explicitly prohibits the posting of unsolicited electronic mail to lists of individuals, and the inclusion on electronic mail lists of individuals who have not requested membership on the lists. Students may be required to accept membership in an electronic mailing list for a class in which they are registered or for the purpose of official communications between authorized University personnel and an identified group of students.

Improper or Obscene Sites. Accessing or promoting the access of OBSCENE Internet or World Wide Web Sites, including forwarding links to such sites, is strictly forbidden and grounds for strict disciplinary action up to and including expulsion (see below under Enforcement).

Harassment. USTF computing services may not be used to harass any individual. Sending obscene, threatening or improper messages to another individual is grounds for strict disciplinary procedures. USTF computing systems and services can only be used in a lawful and respectful manner following University codes of conduct and applicable laws of the UAE.

Enforcement: Computer activity is monitored by authorized individuals for purposes of maintaining system performance and security. In instances when users are suspected of abuse of computer usage, the contents of user files may also be inspected by an authorized individual and in the case of student's misuse the Dean of the Student Affairs



will be notified. Violations of this or University policies governing the use of University computing services may result in restriction or termination of access to the University information technology resources. In addition, disciplinary action may be applicable up to and including expulsion. Computer use privileges may be temporarily or permanently revoked pending the outcome of an investigation of misuse, at the discretion of the Chancellor, or the Deanship of the Students Affairs in case of students.

Copyright and patents. All data, programs, and files placed on or contained in the University computer systems are subject to the University's copyright, patent, and privacy policies.

- Take proper care of the equipment entrusted in your care. You will be responsible for any damage caused to the equipment.
- Use legally obtained software only. And do not copy university off- University products granted exclusively for University users.
- Do not violate security policy.
- Additional rules may be in effect at specific computer facilities at the discretion of the directors of those facilities.



8 | Fiscal Resources Policies



External Audit Policy

Policy Name	External Audit Policy		
Policy Owner	Financial Manager	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

The importance of the policy is in its objectivity and in focusing on the efficiency of the operations, effectiveness of the procedures, accuracy of the financial information presented, as well as compliance with applicable laws and regulations.

Definitions

- **Audit:** Independent and objective appraisal to examine or review the fair presentation of the financial statement.
- **External Audit:** Independent and objective appraisal performed by an external audit entity.
- **External Auditor:** Professional auditor not employed by USTF, and may represent a certified public accounting firm.

Policy Purpose

The purpose of this policy is to ensure that external audit independence is maintained and viewed as being highly reliable, as well as to outline procedures for USTF personnel and external auditors in the examination of the University financial operations.

The objective of the auditor is, to obtain reasonable assurance that the financial statements as a whole are free from material misstatements whether due to fraud or error, thereby enabling the auditor to establish an opinion on whether the financial statement are prepared, in all material respects, in accordance with applicable reporting framework.

Policy Statement

Objectives

University of Science and Technology of Fujairah (USTF) will fully cooperate with and assist external auditors whose responsibilities involve examination and confirmation of the University transactions. On a timely basis, USTF will provide external auditors with access to all records that are relevant to the audit process, except those deemed by USTF to be legally privileged or protected.

All external audit activity will be properly authorized; effectively and consistently tracked and communicated. This policy applies to all audits and reviews performed by external auditors for all University entities.

Approval of External Auditors

The External Audit firm shall be approved by The General Assembly based on the Board of Trustees' recommendations and in arriving at this decision; the Board shall consider a number of factors:

- The professional reputation of the Audit firm.
- The ability of the Audit firm to perform in accordance with generally accepted auditing standards.



- Depth of qualifications and experience of the engagement team members.
- Quality of audit services, and the level of fees.

Notification and Procedure

The audit process will normally consist of the following phases:

Notices

It is required that the Audit firm notifies USTF of proposed audits in advance. The Finance Manager will receive a letter or some type of communication from the Audit firm informing of an upcoming audit, review, site visit. The notice should indicate the scope and purpose of the audit and the dates of when the work will be undertaken. The VCAFA as well as the Senior Audit Manager should be notified immediately upon receipt of such a request.

Audit Visits

The objectives of an audit visit are to establish the purpose, scope and timing of the audit, the information required by the external auditors, and the physical facilities needed. This opening meeting shall include management and administrative staff involved in the audit and will facilitate full communication.

This will facilitate the auditor in planning, and to ensure that appropriate attention is given to important areas of audit, identify potential problems on timely basis, organize and manage the engagement properly, assist in the selection of team members, assist in the coordination of work done.

In case any department is contacted directly by an external auditor without prior notification of the proposed audit from the Finance Manager, that department will notify immediately USTF management.

Fieldwork

From the audit commencement to its conclusion it is important that the Finance Manger maintains contact with the external auditor; so as to facilitate the audit by ensuring that the auditor receives the right information and correct any erroneous information which may have been given inadvertently. At the request of the external auditor, the Finance Manager will arrange interviews, secure required documents, answer questions, and supplement interviewee statements.

The External Auditor will review procedure manuals and business processes, tests compliance, and assesses the adequacy of internal controls.

The External Auditors will be instructed to direct all audit findings that require a formal response to the Finance Manager.

A working file of each audit containing all audit reports, responses, and related correspondence will be prepared by the Office of Internal Audit and will be maintained in a central file that will be subject to USTF records retention guidelines.

Exit Audit Visit

In the Exit Audit Visit the External Auditor will inform USTF Management of the audit findings, clarify possible misunderstandings, and identify any issues that are unresolved. The External Auditor may submit a draft report, of the audit findings and request a scheduled response. Upon receipt from the external auditor of the draft report, the Finance Manger will distribute copies of the draft report to the concerned departments and coordinate the management responses. If required, date postponement will be coordinated with the external auditor. The VCAFA will review and approve all responses to draft audit report prior to submission to the External Audit Firm.



Final Audit Report

After obtaining the responses to the draft report based on the Exit Audit Visit meeting, the External Auditor issues a final report to the VCAFA; whom in turn will distribute copies to the General Assembly. Other copies will be sent as appropriate to concerned USTF offices.

Corrective Actions

A corrective action plan is required for all audits that contain findings and recommendations. Every effort should be made to implement recommendations within six months of the issue date of the report.

Responsibility/Authority

Finance Manager

- Monitors external audit activity.
- Arranges a formal audit visit for all appropriate campus representatives to clarify the scope of the audit, expected audit procedures, and necessary records and information.
- Resolves questions and provide guidance.
- Informs campus management if serious issues arise that requires immediate attention.
- Arranges an exit audit visit, and discuss findings and recommendations.
- Distributes copies of the draft audit report to the concerned departments for written management responses.

Internal Audit Manager

- Assists the Finance Manager with coordination of external audit activities.
- Follows up the implementation of audit recommendations.

Department Managers / Supervisors

- Coordinates requests for specific information or interviews with employees.
- Forwards all draft and final audit responses to the Finance Manager for review.
- Implements agreed-upon audit recommendations.

University Employees

- Be courteous, cooperative, and professional when dealing with the auditors.
- Assist the auditors with specific requests and answer only the questions asked by the auditors.
- Refrain from providing irrelevant, unrequested information.
- Notify the Finance Manager if an auditor's work appears to be beyond the defined scope of the audit.



Financial Policy

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

This policy serves as a guideline pertaining to proper recognition of revenues and expenditures, making sure that all transactions complying with financial accounting standards, leading to highest accuracy levels of income measurement, proper evaluation of financial assets and liabilities, as well as maintaining an efficient internal control system.

Policy Statement

Revenues

Tuition and registration fees of the University are recognized based on the year of semesters and on the date of registration. Tuition fees received in advance during the previous year are recorded as income in the current year (accrual basis). Tuition fees received in advance are refunded to students who withdraw from the University during the semesters in accordance with the University's internal policies. Tuition fees in all the colleges and programs are determined in accordance with the credit hours' system.

Receipting and Deposits

- All monies (cash and cheques) received by cashiers are to be deposited by next working day into the University's bank account. Such deposits must be accompanied with a bank deposit slip.
- Each cashier detailing the receipt vouchers issued during the day, including amounts, types of collection, and other relevant details, and finally submitted to the Main Cashier, prepares a Daily Cash Receipt Report.
- The main cashier will prepare a bank deposit slip in duplicate copies by the end of the day. The relevant particulars will be recorded on the bank deposit slip.
- The bank account in which the cash is to be deposited will be ascertained prior to allotting the account codes to the bank receipt voucher.
- The cash will then be taken to the bank through Money Transport Company along with both copies of the bank deposit slip.
- The bank will retain the original and will return the duplicate duly acknowledged which will be attached to the related Journal Voucher (prepared the same day).
- The Accounts Department will reconcile the total amount of cash deposited into the bank with the total of the receipts for the day to ensure prompt banking.
- The deposit should be prepared by a person other than the person collecting the cash.
- A person (other than the person preparing the deposit) should review the deposit and agree the official University cash receipt to the deposit back-up documents.
- Bank Statements should be reconciled with the University's statements to ensure all transactions are accounted properly.



Expenditures

Overview

- For simplicity of presentation and to facilitate easier understanding of the accounting procedures connected with expenses and purchases to be followed, this has been divided into three main categories:
 - Expenses for which payments are made in advance (prepaid expenses), such as rent, that will be recognized later.
 - Expenses, which are recognized periodically, such as payroll, utilities, and professional/audit fees.
 - Other expenses, which are recognized and paid when invoices are received, such as Printing, Stationery, Travel and Transportation expenses.
- All expenses of any of the above mentioned expense types shall be initially approved by the budget section prior to commitment with any external party on future payments, either through issuance of LPO or entering into contract. Approval or rejection of the requisitions submitted to the budget section shall be based on the annual approved budget limits of the concerned office/college.

Prepaid Expenses

- The Accounts Department will receive the supporting documents pertaining to prepaid expenses such as: Tenancy contract, Agreements, and Requests for payments, after being approved by Budget Unit.
- A bank payment voucher will be prepared based on these documents, which will be sent to the Accounts Manager for approval. The agreements and contracts will be maintained in a permanent file in the Accounts Department.
- Based on the approved voucher, the Accounts Department will update the Prepaid Expenses Register that will include the payee name, nature of payment, amount prepaid and period of payment.
- At the end of each month, a journal voucher will be prepared to pass entries for charging that month with the relevant amount of each item of prepaid expense. The amount to be charged will normally be the proportionate amount determined by spreading the charge equally over the months covered by the contract.
- The Accounts Department will periodically review the adequacy of the monthly absorption of prepaid expenses. If the charge is found to be incorrect, suitable amendments will be made to the basis of quantifying the amount for future absorption.

Accrued Expenses

- The Accounts Department will accrue for the value of all expenses for which the benefit has passed to the University but the invoices from the supplier/party has not been received by the end of the month.
- Examples of such expenditures for which accrual entries shall be passed include printing and stationery materials, standard fixed utility expenses like electricity, water and telephone, payroll, end-of-service benefits and auditing fees.
- The accrual entry shall be passed through journal voucher. The basis of quantifying these expenses will be either the past expenditure or estimates from previous invoices.



- The Accounts Department will prepare a schedule of accruals, which will be sent to the Finance Manager for approval. After obtaining the Finance Manager's approval and incorporating any changes, a journal voucher will be raised and posted to record the accruals.
- At the beginning of the next accounting period, the accrual entry will be reversed upon receiving the invoices/supporting documents, and properly accounted for the concerned supplier/ party throughout creation of a credit note to be attached to the documents then filed serially.

Other Expenses

- Expenses will be requisitioned through an Expense Requisition Form. This form will be completed by any staff member and signed by the Office Manager/College Dean. The form will indicate the items/service required and justification for the proposed expenditure.
- The form will be first passed to the Budget Unit for approval according to the available budget limit, and if approved it will be passed to the Office of Procurement for execution. As a final approval authority prior to issuance of an LPO by the Office of Procurement, the Finance Manager who will review it and ask for further clarifications and/or justifications regarding the expenditure shall further approve the requisition. The Finance Manager's final decision will result in any of the following situations:
 - *For proposed expenditure below AED500:*
 - The expenditure request is approved with no advance;
 - The expenditure request is approved with an advance; Or
 - The expenditure request is rejected.
 - *For proposed expenditure above AED500:*
 - The expenditure request is approved, Or
 - The expenditure request is rejected.
- One of the main criteria for sanctioning or rejecting proposed expenditures is the non-availability of budgeted funds. If the available budget limit is insufficient, the Budget Unit will reject the proposed expenditure prior to being received by the Stores (if available in stores) or the Office of Procurement (if not available in stores and needs to be purchased). In case the requisition is of high necessity and critical for running the operations, it should be approved by, higher management authorities based on recommendation from the Budget Committee then it can be processed.

Rejected Expenditures

The Finance Manager (after considering the Budget Section's feedback) will indicate his/her reasons for rejecting the request for the proposed expenditure. Expenditures that have not been approved will be considered at either a later date or the following period when budgeted funds are available.

Petty Cash

- A petty cash float, as approved by the Finance Manager will be maintained on an imprest basis to be used for direct purchases or for routine and repetitive payments. The payments should not exceed AED 1,000 per invoice unless approved by the appropriate authority.
- The issue of float will be recorded through a bank payment voucher. The balance will be transferred to the petty cash holder's prepaid card.



- The petty cash holder will prepare a Petty Cash Purchase Requisition based on relevant supporting documents (invoices).
- The PCPR together with the relevant supporting documents will be forwarded to the Budget Unit for approval, next to the Office of Procurement for approval and then to the Accounts Department for approval and processing.
- The approved PCPR with its supports will be considered for preparation of payment to the petty cash holder's prepaid card. The PCPR and the supports will be validated by an Accounts Payable supervisor, and then be posted to relevant accounts.
- The PCPR will be attached to the journal voucher generated by the Accounts Payable Supervisor for the petty cash expenses along with the invoices and the supporting documents.
- Reimbursement of imprest petty cash will be made through a Bank Payment Voucher (BPV) raised by the Accounts Department to the petty cash holder's prepaid card.

Bank Payments

- Payments over AED 500 will be made by cheque.
- The specific procedures relating to invoice processing and payment to creditors for expenses and goods/services are described in the "Expenses" section.
- The specific procedures relating to disbursement of salary and other employee related expenses are described under the "Payroll" section.
- The specific procedures relating to transfer-out to other bank accounts are described under "Transfers Between Bank Accounts".
- The Accounts Department will prepare a Bank Payment Voucher (BPV) based on the relevant invoice or supporting documents.
- The BPV together with the relevant supporting documents will be checked to ensure that:
 - The invoice and supporting documents have been approved;
 - Payment is being made to the right beneficiary for the correct amount;
 - The account codes are correct.
- The Accounts Department will prepare a cheque based on the approved BPV in favor of the beneficiary for the requisite amount. The cheque and BPV details will be sent to the cheque signatories.
- The cheque will be handed over for delivery to the beneficiary directly after obtaining his signature (confirmation of receiving the Cheque) either on the Cheque Payment Voucher or through the courier.
- Based on the BPV and issued Cheque, the voucher will be posted and an automated accounting entry is affected to related accounts.
- The Cheque Payment Voucher will be filed serially along with the supporting documents. Where a CPV is cancelled for any reason, it will be marked "Cancelled". In the related accounts, the word "Cancelled" will be entered against the transactions.

Bank Reconciliation Statements

Bank reconciliation statements to be prepared every month by the preparer, are to be checked, signed by the Financial Controller and approved by the Finance Manager. Any long outstanding or non-moving balances are to be brought to management's attention.

- The following are the steps in its preparation:



- The outstanding balances in the previous month's reconciliation to be cleared, if any balance is not cleared it need to be enquired and reported to the Financial Controller for further action.
- All transactions of current month to be agreed between the books and bank statement.
- The reconciling items to be listed and the statement of reconciliation to be prepared.
- Any non-receipt of statements should be followed up and properly documented.
- Delay or no response cases should be reported to management for further action.
- Separate file to be maintained for each bank.
- Statements should be obtained by at least the 10th of the subsequent month or where possible online.
- Once the reconciliation statement is prepared it should be checked and approved by the Chief Accountant.

Accounting Reports

The Accounting System Manual deals with various reports and registers to be prepared and their purpose and distribution. Generally, they are grouped as Accounting Reports/Registers.

The following reports should be prepared:

1. Monthly Trial Balance

- The Trial Balance summarizes and prints the total movements in each General Ledger Account during the month. The General Ledger Accounts are segregated into the following categories on the trial balance:
 - Revenues
 - Expenses
 - Assets
 - Liabilities
 - Capital
- The Chief Accountant will review the trial balance for any unusual movements, investigate any such items, and make corrections, if necessary, by way of Journal Entries.
- Having carried out his review and having satisfied him/herself as to the accuracy of the figures reported on the trial balance, the Chief Accountant should sign the trial balance. The trial balance will then be submitted to the Finance Manager for approval.

2. Quarterly Financial Statements

- The most important reports to be generated each quarter are the Quarterly final statements. These comprise of the following:
 - Balance Sheet.
 - Income Statement.
- After checking the trial balance, the Chief Accountant will prepare the Quarterly Balance Sheet and Profit & Loss Statement.
- After preparing the financial statements, the Chief Accountant will check the figures with the trial balance and then submit it to the Finance Manager for review.
- The Finance Manager will then review the Balance Sheet and Profit & Loss Account and make any necessary comments.
- Then the Finance Manager will sign off on the Balance Sheet and Profit and Loss Account and forward them to the COO.

3. Debtors and Creditors Age Analysis Reports



- Debtors Age Analysis Report
 - This report is one of the crucial reports for control of debtors. In this report, the balance in any Debtor's Account is analyzed by aging the balances into various categories i.e. 1-30 days, 30-60 days, 60-90 days, over 90 days.

Creditors Age Analysis Report

- It is always necessary to keep track of the payables and settle their dues to the creditors on time. It will improve the trade relations and the market credibility or reputation. Hence, this report is generated at the end of every month to identify the dues payable and to help mobilize funds as per the credit terms. It also helps in cash budgeting and projecting cash flows.

4. Accounting Register

- Other accounting registers which are important like: Inventory ledger, Property, plant and equipment register.

Distribution of financial reports

- Financial reports are distributed quarterly to the following official:
 - Chief Operating Officer (COO),
 - College Deans to show the profitability of their operations,
- External bodies as per the requirements of the relevant regulations and bodies.



Procurement and Inventory Control Policy

Policy Name	Procurement and Inventory Control Policy		
Policy Owner	Financial Manager	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

Introduction

This policy has been issued pursuant to Decision (5) for the year 2016 on purchases, tenders, auctions and warehouses. The provisions of this policy shall apply to USTF's contracts pertaining to the procurement of goods, construction, works, maintenance, transport, rental of equipment, technical programs and materials, as well as the various forms of services.

The policy covers all the activities of the University's Office of Procurement, define the role of the Procurement Committee and guide the process of developing and formulating the rules and regulations that govern all aspects of the procurement processes at the University. It further sets the framework according to which procurement processes are conducted - from developing a procurement plan through to making the required purchases, with a view to securing all the procurements in a timely manner, appropriate quantities and at adequate prices.

Definitions

Wherever they appear in this policy, the following words and phrases shall have the following denotations unless the context indicates otherwise:

- **Office of Procurement:** The organizational unit that carries out the tasks relating to procurement and warehouses.
- **Delegation of Authority Guide:** The set of rules and regulations that govern the delegation of authority regarding financial and non-financial matters or equivalent.
- **Policies:** The rules and provisions provided for in this policy, which are in line with the University's Strategic Plan.
- **Methods:** The rules or principles relating to a specific activity that distinguishes it from other activities, as well as the means and technologies in place that could be used to facilitate work.
- **Procedures:** The instructions and detailed steps, which must be followed in implementing the contracts.
- **Supplier:** The external party, which supplies the university with the various types of materials that the university needs.
- **Contractor:** The natural person or legal person who provides all the services needed by the university or carries out works for the university, including the materials deemed as part of the scope of work.
- **Contract:** A legal document, which establishes a mutually binding relationship between the university and a supplier or a contractor regarding the provision of services or execution of works or the supply of materials and goods.
- **Contract Value:** The original value of the contract added to it the value of all variation orders, if any.
- **Variation Order:** Any change order relating to any paragraph or article or provision or condition provided for in the contract issued by the Office of Procurement or a legally competent entity authorized thereof.
- **Purchase Order:** An agreement between the university and a supplier to deliver goods, materials or services that explicitly provides for a specified financial limit and time framework issued directly



by the Office of Procurement.

- **Price Agreement:** A specific formula for concluding contracts with suppliers to procure and deliver materials or services over a specified period of time with a view to facilitating the procurement procedures.
- **Direct Order Purchase:** A method of purchase under which the contractual process is conducted by directly approaching a single supplier or contractor without a need for contacting various suppliers to request quotations; such a method is dependent on the Office of Procurement's knowledge of the market circumstances, with the end result of obtaining the best prices.
- **Practice Purchase:** The method of procurement under which the process of procuring materials and services is conducted by requesting quotations from registered and approved suppliers via fax, electronic means or sealed envelopes. Following a screening process, the most technically viable and financially cost-effective quote shall be selected, with full observance of the university's best interest and the achievement of value for money for it. However, in doing so, the selection of suppliers shall be based on clear-cut criteria that are consistent with this policy.
- **Procurement through competitive bidding:** The method of procurement under which the process of procuring goods and services that the value of which exceeds AED 250,000 (two hundred and fifty thousand dirhams) as per certain specifications. It involves inviting offers electronically or in sealed envelopes from various suppliers. The envelopes are opened by the Procurement Committee and the supplier who offers the best bid technically and financially is selected, with due care given to the requirements of the requisitioning unit. There are two types of competitive bidding - public tender and restricted tender.
- **Public Tender:** The tender notice is advertised on newspapers, magazines and other media outlets to give an opportunity to all interested suppliers to submit their bids to deliver the required goods as per the terms and conditions laid down by the Office of Procurement.
- **Restricted Tendering:** A specified number of registered suppliers and contractors pre-selected by the Office of Procurement are invited to bid for the supply of the required goods as per the terms and conditions laid down by the Office of Procurement.
- **Request for Quotations:** A written request or invitation (unless impracticable), sent to registered suppliers and contractors to obtain price quotations from them to purchase goods with certain known and standard specifications, or to provide services or execute works whereby the price constitutes the principle factor on the basis of which the offer is accepted and the purchase order is issued and the contract or price agreement are concluded.
- **Invitation to Bid:** A written request/invitation advertised on newspapers, magazines, USTF portal and other media outlets (in the cases of public tendering) or sent directly to a number of preselected suppliers or contractors (in the cases of restricted tendering) asking them to submit itemized quotations to purchase specified goods, provide services or execute works.
- **Price Quotation/Bid:** A document issued by the supplier or contractor upon request from the University to submit a price quotation or an invitation to bid issued by the university. The document shall contain the specifications of goods, services and works submitted by the supplier or contractor, including the prices and conditions of sale, delivery and payment.
- **Task Order:** An order issued for the performance of specific services. It is used to obtain some simple services and do non-recurrent jobs. Payment for these orders is effected once the task is completed.
- **Bidders List:** The list of suppliers and contractors.



- **Single Source:** An exclusive agent or sole distributor of a commodity or service, which is not available by any other supplier as, proved by the experience of the Office of Procurement thereof.
- **Bid Bond:** A bank guarantee submitted along with the price quotations to assure serious participation in the tender.
- **Advance Payment Bond:** A bank guarantee offered to the supplier if he asks for an advance payment before supplying materials or starting the execution of works.
- **Performance Bond:** A bank guarantee provided by the contractor as a guarantee of good performance of the contract and its implementation in accordance with its terms and conditions.
- **Auction:** A method of selling or letting fixed assets, equipment, and damaged or depreciated materials and other similar items by means of bids submitted in sealed envelopes or public offers made in an auction.
- **Warehouse:** The place designated for keeping the items classified as "Stock Items" and "Disposal Items". A main central warehouse may be established along with other minor warehouses, if need be, which are supplied from the main warehouse. Minor warehouses, though, may receive purchased materials directly. However, all purchases shall be carried out by the authorized bodies and in accordance with the applicable regulations.
- **Storekeeper:** The officer who manages and supervises the warehouses or the administrative unit in charge of supervising it. His responsibilities include organizing the items cycle regarding receipt, inspection, stocking, issuing, returning and relocating. He shall carry out the activities of this cycle and control it.
- **Stock Items:** Items which are classified as "stock items" as per the provisions of this policy. They are kept in warehouses until the need arise for them in future. Stock items are purchased upon the request of the storekeeper as per the approved procedures.
- **Disposal Items:** They are the equipment, damaged or depreciated materials that are identified for sale in an auction or any other method following the approval of the Inspection Committee.
- **Immediate Consumption Items:** All items that are not classified as "Stock Items". Their value is not included in the warehouses accounts books. They are received from the supplier by the storehouses' staff and delivered to the requisitioning unit at the university.
- **Warehouses Inventory:** The quantity and value of all the materials kept in stock. The inventory increases in quantity and value as a result of stock items purchases, returned items or items relocated from other warehouses. The inventory decreases in quantity and value as a result of stock items being issued for consumption or items returned to suppliers or relocated to other warehouses.

Scope of Application of the Policy

- The provisions of this policy shall apply to all the purchases made by the university colleges and its various administrative departments. None of these entities shall be exempted from the application of the provisions of this policy.
- This policy covers the contracts, methods and procedures applicable to purchases, receipt of materials, services contracts and works execution contracts whatever they might be.
- The provisions of this policy shall not apply to the following:
 - The overhead expenses, which are a form of expenditure which does not have a specific technical description (a scope of work). They include the cost of water, electricity, telephone lines, newspapers' and general magazines' subscriptions, subscriptions with professional and non-professional entities; conferences and exhibitions subscription fees, consultancy services,



academic accreditation expenses and sundry expenses, as well as other similar general administrative costs which are not subject to standard specifications.

- o The contracts and agreements between the university and government bodies.
- The following provisions shall apply to insurance contracts:
 - o The insurance contracts for the university’s assets against fire, damage, theft and other risks shall be subject to the provisions of this policy.
 - o Regarding the insurance contracts for works and services during the period of execution and maintenance against risks of fire, damage, theft and other risks, the suppliers and contractors dealing with university shall comply with the contractual terms and conditions which are consistent with the provisions of this policy.

Financial terms

Allocated Budget

- The following rules shall be observed:
 - o No contracts shall be concluded to procure materials, services or projects unless they have approved funds specifically allocated to them as part of the University’s general budget. In the case of contracts extending beyond the fiscal year in which those contracts are entered into, necessary measures shall be taken to allocate funds for them in the following fiscal year.
 - o Should the value of required works surpass the funds allocated for a college or a department, the matter shall be put before the budget committee as appropriate.

Approval Authority Limit for Purchase Orders and Purchase Requests

* Purchase orders and requests shall be authorized as per the following:

Amount (in Dirhams)		Designee authorized to approve purchase order and request
From	To	
1,000,001	No upper ceiling	Procurement Committee* and Vice Chancellor for Administrative and Financial Affairs (VCAFA)
100,001	1,000,000	Procurement Committee*
1,001	100,000	Procurement Manager
(*) Recommendations and minutes of meetings of the Procurement Committee shall be approved by the VCAFA		

Forms of Contracts and Orders

- With the exception of construction contracts, all forms of contracts, supply of services and goods contracts, materials supply agreements, purchase orders, works contracts, materials requisition forms, invitation to bid letters and receipt of offers documents shall be standard-form documents pre- prepared by the Office of Procurement.
- Any exemptions from the approved standard contractual terms and conditions shall only be made with the approval of the Procurement Committee and that shall be at the most minimal level.
- Contractual terms and conditions and standard criteria shall protect the interests of the University, provided that they are realistic, balanced and observant of the relevant laws.
- Contractual prices and conditions provided for in the services contracts, price agreements and purchase orders shall be adhered to; prices shall be fixed and itemized whenever possible; the pricing policy may be based on the cost, with a specified profit margin added provided that it is at a most minimal level.
- In coordination with the requisitioner, the Office of Procurement shall select the appropriate services contract form taking the following into account:
 - o Realistic estimation of the contract value and its term
 - o Competitiveness
 - o Performance risks
 - o Level of complexity of the required works



- Adequacy and completeness of the listed specifications and the scope of work
- Possibility of variations
- Past experience
- Urgent and pressing requirements

Price Agreement

- The University's Procurement Committee is the designee authorized to identify the commodities and services for which a price agreement is to be issued.
- Suppliers who are qualified to enter into price agreements using any appropriate purchase method shall be selected. The selected suppliers shall then be approved by the Procurement Committee.
- Price agreements shall be issued in accordance with the Procurement Committee's requirements and they shall be subject to review (amendment, renewal or revocation).
- Price agreements concluded with suppliers shall include specifications of materials and services, unit price, date and duration of delivery and execution.
- The Office of Procurement shall notify all units of the University of the Commodities and services governed by price agreements with suppliers.
- All units of the University shall purchase goods and services as per the price agreements so long as such agreements are still in force. Approval of the university's Procurement Committee shall be obtained in the cases of purchases made outside the framework of the price agreements.
- Price agreements shall be signed by the university's Procurement Manager, Legal Advisor and VCAFA; this shall be done following the final approval of the appropriate authorized designee as provided for in the University's delegation of authority guidelines. Any exemptions from the approved standard contractual terms and conditions shall only be made with the approval of the Procurement Committee and that shall be at the most minimal level.
- Contractual terms and conditions and standard criteria shall protect the interests of the University, provided that they are realistic, balanced and observant of the relevant laws.
- Contractual prices and conditions provided for in the services contracts, price agreements and purchase orders shall be adhered to; prices shall be fixed and itemized whenever possible; the pricing policy may be based on the cost, with a specified profit margin added provided that it is at a most minimal level.

Office of Procurement Role

Office of Procurement Duties

- The Office of Procurement at the university shall secure the continuous availability of materials, products, necessities, fixed assets, services and other resources needed by the various departments of the university. The task shall be done in a way, which guarantees that these entities will perform their duties properly. That shall be achieved through commitment to observe the following when concluding a contract or making a purchase:
 - Securing the best prices, facilities and conditions
 - Observing quality standards and required specifications
 - Selecting appropriate sources
 - Supplying the required quantities.
- The Office of Procurement shall execute the purchase orders regarding the materials and services that the value of which ranges between AED 1,000 (one thousand dirhams) and AED100,000 (one hundred thousand dirhams) by looking into at least three price offers. The Office of Procurement may also execute purchases through direct orders within a limit of AED 10,000 (ten thousand dirhams). In cases of purchases whose cost exceeds this limit, approval of the Procurement Committee shall be sought.
- As for purchase orders whose value exceeds AED 100,000 (one hundred thousand dirhams), the Office of Procurement shall raise the issue in a note addressed to the Procurement Committee after consultation with the requisitioning unit to approve the procurement of works and determine the method of purchase. The note submitted to the Procurement Committee shall include a list of the



proposed bidders in the cases of restricted tenders.

Office of Procurement Responsibilities

- Collecting and maintaining information on suppliers and goods.
- Determining the standard required specifications in the purchased goods as defined by the requisitioning body.
- Ensuring that the procurement transactions and the tendering invitation documents are compliant with the standards of quality.
- Analyzing and examining the goods to be purchased in coordination with the requisitioner in terms of specifications, quality, prices, terms and conditions of purchase and delivery, as well as identifying ways of developing and improving the same.
- Proposing the inclusion of new goods or agencies, revising, and improving purchase methods.
- Negotiation with contractors and suppliers to secure the best possible prices.
- Ensuring the compliance with specifications of materials and services for which quotations have been obtained - a step that makes the comparison between suppliers' prices logical. In the event of the variation of prices of materials and services offered by suppliers as a result of specifications differences, the items deemed by the requisitioning unit experts as non-compliant with the specifications shall be disqualified. In this regard, it should be noted that it is difficult to make price comparisons between items with heterogeneous specifications.
- Submitting recommendations to the Purchase Committee regarding the imposition of penalties on suppliers and contractors and the lifting of penalties from them.
- Establishing new, strong and long-term relationships with the suppliers dealing with the university.
- Providing all the university's administrative units with all the necessary information and data on goods, local and potential suppliers to help those units prepare their annual budgets.
- Drawing up the annual procurement plan and identifying the appropriate purchase sources based on the purchase plan already laid down by the requisitioning unit at the university.
- Following up the implementation of the annual purchase plan and revising it when necessary, as well as securing uninterrupted flow of materials, items, spare parts, fixed assets and any other necessities for the various university units with the required specifications, quantities, quality and at best prices.
- Receiving all materials requisitions, examining and validating them.
- Establishing contacts with suppliers and inviting quotations from them.
- Issuing local and external purchase orders and signing long-term and short-term contracts with suppliers
- Following up the execution of the purchase orders in coordination with requisitioners.
- Submitting periodical reports to the operations manager on the executed works.
- Maintaining and updating the suppliers and contractors register.
- Determining the monetary value of bid bonds in coordination with the Procurement Committee.
- Determining the monetary value of tender documents in coordination with the Procurement Committee.
- Approval of repayments for documents of cancelled tenders as per circumstances.
- Regarding contracts related to the supply of continuously needed materials, steps to renew existing contracts or concluding replacement contracts shall start well before the expiry of the running contracts in order to ensure the availability of the required materials.

Business Ethics

- The Office of Procurement shall execute the contract with the utmost degree of commitment to business ethics and transparency and in an atmosphere characterized by high professional integrity and spirit of competition.
- Splitting of purchases, works and services with the intention of circumventing the rules and procedures provided for in this policy is prohibited.
- Full transparency with and equal treatment of all suppliers and negotiating with them in a



professional manner shall be guaranteed.

- Under no circumstances shall the prices offered by any supplier be revealed to another supplier.
- In cases of renegotiation with a supplier on their offered prices, all other suppliers shall be accorded equal opportunities of negotiation.
- It is strictly prohibited to award procurement and services contracts to a party with the aim of achieving personal interests for the university official in charge; or in situations in which that official is offered a reward, gift or any form of favoritism from a supplier or contractor with the aim of securing a contract or enjoying a special treatment.
- The Office of Procurement personnel shall abide by all policies and procedures, commit itself to continuous improvement to attract a large number of qualified suppliers and contractors and nurture a spirit of competitiveness so that only qualified businesses can survive. The Office of Procurement personnel shall particularly abstain from the following:
 - Having a personal interest directly or through an intermediary in works or contracts linked to the university business,
 - Engaging in any professional work or commercial business activity related to the university business by themselves or through an intermediary, nor shall they lease any property, land or so with the aim of exploiting their jobs to achieve personal interests thereof.
 - Offering preferential treatment to any person, group or establishment or acting in whatever manner that may undermine the public's trust in the university.
- In cases of violations or suspicious practices, suppliers and contractors dealing with the university may submit complaints and grievances to the VCAFA or his delegate as applicable. Suppliers and contractors may also file grievances against the Office of Procurement's decision on the award of bids or any perceived lack of fair competition requirements or any other form of illicit practices, provided that the grievances are genuine and well-founded.
- Every staff member of the Office of Procurement is under an obligation to safeguard the documents under his custody. The staff members shall be held accountable for safeguarding the information contained therein and shall not disclose such information to or share it with any other unauthorized parties or individuals except under certain rules and procedures applicable at the university.

Suppliers and Contractors

Register of Suppliers and Contractors

The following rules shall be observed:

- The Office of Procurement shall maintain a register for the prequalified suppliers and contractors to engage them in all types of services and materials contracts.
- The Office of Procurement shall set pre-qualification and registration standards for suppliers and contractors, depending on the nature of the business.
- The Register of Suppliers and Contractors shall include the business activity profile, information on the business registration with the Chamber of Commerce and Industry, any licenses required for carrying out the activity, ownership particulars, full addresses and any other necessary business-linked information.
- The Office of Procurement shall finalize the process of registering suppliers and contractors, including the screening of the hard copy or electronic registration applications and attachments therewith. The office shall also finalize the pre-qualification process of the suppliers and contractors according to the applicable approved standards and conditions and shall ensure regular updating of the Register of Suppliers and Contractors.
- The names of suppliers and contractors shall accurately match the particulars of the trade licenses or any other alternative equivalent credible documents. Particular attention shall be given to the acronyms attached to the legal personality of the business, that is, whether it is a company or an establishment or a corporation, etc.
- Companies and establishments willing to register shall complete a registration application form specially designed to that end and submit it to the Office of Procurement. The Office shall then



scrutinize the licenses and certificates submitted by the applicant to ensure that they meet the conditions and legal requirements.

Pre-qualifying Suppliers and Contractors

- The Office of Procurement shall ensure that all suppliers and contractors registered with the university are qualified to perform their respective business activity. However, it should be noted that pre-qualification for a certain activity does not necessarily mean pre-qualification for other activities.
- Suppliers and contractors may not be registered or have their registration renewed if they fail to meet the pre-qualification requirements.
- Pre-qualification standards and conditions shall be recorded in a standard checklist which should address all legal, commercial, financial and technical aspects, as well as the track record of suppliers and contractors as follows:
 - The legal aspects referred to in the previous paragraph shall include all the licenses required to practice the business activity be they from the Economic Development Department or the Chamber of Commerce and Industry or any other relevant bodies. All documents shall be valid upon registration with the university.
 - The commercial aspects shall include the relationship with establishment managers, agency licenses, arrangements with expertly managed supply and delivery sources with which the university had engaged in previous business dealings, as well as other establishments and entities.
 - The financial aspects shall include a sound financial standing, which could be verified by a certificate of financial ability from a bank.
 - The technical aspects shall include the availability of highly skilled workers, appropriate and sufficient equipment, workshops and warehouses.
 - The track-record aspect could be established by looking at a statement listing successful award of previous contracts and former business dealings performed successfully.
- In the cases of public tenders, each tenderer not registered in the suppliers and contractors register shall have to meet the pre-qualification requirements before opening the tender envelopes.

Procurement Committee

The committee shall be formed under a decision by the VCAFA or a person authorized by him. The number of the committee members shall not be less than five, including the chairperson and his/her deputy. The Committee shall look into bids, tenders and contracts and shall exercise its authority and discharge its responsibility in accordance with the provisions of this policy. The Committee's secretary shall be a non-member.

Procurement Committee's Meetings

- The quorum of the committee's meeting shall only be valid with the attendance of the majority of members provided that the attendees shall not be less than four, including the chairman or deputy-chairman. The committee's decisions shall be taken by majority vote. If the votes are equal, the chairman or deputy shall have the casting vote. Objecting members shall have the right to request the noting of their objection in the minutes of meeting, along with the reasons thereof.
- The meetings shall be held regularly, with the Committee's chairman determining their schedules. Members of the committee and concerned departments shall be notified of the dates of meetings. The Committee may hold emergency meetings should the need arises.
- Immediately after the meeting, the secretary of the committee shall write the minutes, which shall be presented to the Committee members to be signed by them.
- The minutes of meeting shall be deemed final following the endorsement of the VCAFA or his/her delegate.

Duties of Procurement Committee



- Looking into purchase requests and making recommendations and decisions thereon. The Committee shall have the right to look into the contracting policies, strategies and practices. In this regard:
 - The Committee shall look into the financial and technical aspects of purchase requests and examine the technical reports prepared by the concerned committees of colleges and administrations.
 - The Committee shall ensure that the purchase procedures are neutral, transparent and observant of competitiveness and quality.
 - The Committee shall not consider the purchase requests if they are not technically sound.
 - The Committee shall have the right to go back to the requisitioning division to obtain answers to the Committee's questions. The secretary of the Committee shall notify the requisitioning unit of the date of the meeting arranged for that purpose.
- Determining the prices for renting the university's grounds, show rooms and similar facilities to external clients.
- Opening the envelopes of tenders and bids.
- Looking into the complaints filed by suppliers and contractors and the recommendations regarding the incurred penalties and compensations, as well as the full or partial relief of delay penalties.

Mechanism of Submitting Purchase Requests to Procurement Committee

- The Office of Procurement shall receive materials and services purchase requests from the various colleges and administrative units through the electronic purchase system. The requests shall include all the information needed to carry out the purchase.
- The Office of Procurement shall sort the requests according to their estimated value.
- The requests whose value falls outside the authority limit of the Procurement Manager (as per the table showing the approval authority limits) shall be referred to the Procurement Committee for action. The Office of Procurement may also refer some other requests to the Procurement Committee for advice on how to carry out the purchase if it is deemed necessary to make this referral.
- Having received the requests and ensuring the appropriateness of the materials, goods and specifications, the Procurement Committee shall determine the purchase and contracting method.
- The Office of Procurement shall carry out the purchase by issuing a purchase order or preparing a contract in the fashion approved by the Procurement Committee.

Types of Purchases

Purchases of operation fixtures and spare parts

These are the materials and items purchased to operate appliances, science laboratories and office equipment, as well as the materials needed for carrying out office and other activities. Such materials include stationary, spare parts of printers, photocopiers and office appliances; students' textbooks, ink, paper and other accessories.

Capital Purchases

These are the items that remain economically useful during a life span of more than one year. Such purchases can lead to the acquisition of fixed assets. They also include the expenditure on materials that prolong the lifespan of fixed assets or increase their productivity to an extent that may surpass the productivity of their original design capacity.



Services Purchases

These are the services which the university obtains from outsources. They include banking and financial institutions services, professional and consultancy services, issuance, maintenance, cleaning, advertising and administrative and office services.

Urgent Purchase (Emergency Purchases)

The purchase of materials or services for an urgent need if failure to make them available immediately would result in a significant harm.

Urgent purchase shall be approved as follows:

- The college or unit in question shall send an urgent purchase request to the VCAFA office or his delegate for approval, with the justification for the urgent purchase provided.
- In case of approval, the requisitioning unit shall enter the purchase request on the electronic purchases system to finalize the purchase process after the deduction of the relevant amount from the approved expenditure category.

Procurement Procedures

Completing a Materials Requisition Form

The requisitioning department shall complete a materials or service requisition form via the university's electronic procurement system. This is done by entering all the necessary particulars required for executing the purchase process accurately, easily and quickly. The required quantity of materials and goods shall also be specified along with the delivery time and estimated value of these materials and goods. Assistance may be sought from the Office of Procurement to specify the estimated value of the required materials and goods and to advise any other adjustments that might help in determining the purchase method but without recourse to split purchase.

Reserving the Estimated Value from the Budget

Funds shall be available to purchase the materials through the university's office of finance. If funds are available for the requested purchase, the requisitioning department shall in coordination with the office of finance arrange for releasing the necessary funds for executing the purchase process. Requests made during the last two weeks of the university year shall not be accepted.

Materials Requisition Approval

The materials requisition shall be approved by the Dean of the College or the director of the relevant department and that shall be in accordance with the applicable delegation of authority guidelines.

Determining Procurement Method and Inviting Quotations

After receiving and reviewing the materials requisition or a contract request and ensuring that the materials, goods and specifications are well-defined, the procurement and contracting method shall be determined as per the provisions of this policy. These methods include general and restricted tender, practice purchase and purchase through a direct order.

Public Tender

- Public local or international tender contracts shall be concluded for transactions exceeding AED 250,000 (Two hundred and fifty thousand dirhams)
- The public tender shall be based on three governing principles: publicity, equality and free competition.
- The public tender procurement process shall go through four main stages: Publicizing the tender notice, evaluating the bids, concluding a contract with a supplier and delivering the purchased goods or executing the works constituting the tender subject matter.



- The public tender may either be international or local, depending on a recommendation by the Procurement Committee. The international public tender is the process in which the invitation to the tender is sent to suppliers and contractors within and outside the country by means of the known methods of publication. The local public tender is the type of tender in which the invitation is sent to all suppliers and contractors within the country. In this case, the public tender notice shall be advertised within the country only.
- The tender may be restricted instead of being a public one. Such a decision shall be made on a recommendation by the university's Procurement Committee.
- In case of international tenders, it is generally preferable for the prices to be presented on a standardized basis, e.g. F.O.B or C and F or C. I. F. - a measure to be determined by the Office of Procurement.

Restricted Tender

- The local or international restricted tender is a tender in which the invitation is addressed to a limited number of registered suppliers and contractors who shall be selected by the Office of Procurement and endorsed by the Procurement Committee.
- The restricted tender is conducted among a selected number of businesses engaged in the activity related to the tender subject matter, who are registered in the Register of Suppliers and Contractors. The number of selected tenderers shall not be less than three. Such type of tender may be international or local. It is sometimes referred to as selective tender or a short-list tender. It involves the selection of specific suppliers or contractors from a short list who are exclusively invited to tender. Those include, for example, suppliers of specialized equipment, which can only be obtained through a limited number of suppliers worldwide, including among other, electronics and special types of chemicals.
- With the exception of the publicity element, a restricted tender is subject to all of the rules, regulations and procedures applicable to a public tender. Under all circumstances, the invitation to tender shall identify the unit to which the bids are submitted, closing date, required work or goods, value of bid bond, performance bond, tender validity period after the closing date - which shall not be less than 90 days - tender pricing documents - if any - and any other information deemed by the university as useful for the business.

Practice Purchase

This method refers to the carrying out of purchases by selecting a group of suppliers and contractors who are approved for supplying materials and services whose value does not exceed the amounts specified in the table showing the authority limit of approval attached to contracting methods. The following cases are also subject to this method of purchase:

- When the items had previously been solicited through a tender but the submitted bids thereof had not been accepted and the time constraints do not allow engagement in a new tendering process. The method shall also be used if the purchase of the said items requires making choices between more
- Than one supplier or contractor who have offered similar prices or conditions.
- When the cost of tenders is not appropriate in comparison with the estimated value of the goods, contracts and services.
- When the Procurement Committee decides that it is not in the interest of the university to procure items through a public tender.
- The goods whose manufacture or imports are monopolized.



- The goods, which are only available through a specific trader or agent.
- The goods with very sophisticated specifications, which makes it difficult to identify or the works of art that the university wishes to have them performed by certain experts.
- The goods or works contracts that are time-sensitive and cannot wait until tender procedures are carried out.
- If the situation involves the supply of materials or performance of works or delivery of services in place of a defaulted or slow-moving contractor or in the cases of contract termination.
- Purchase of property and agreements regarding insurance, shipment and customs clearance contracts shall apply this method.

Direct Order

Purchase under direct order refers to the conducting of the purchase process by directly approaching a supplier, negotiate, and conclude a contract with him without a need for contacting other suppliers. This method is used in the purchase of materials and services whose value does not exceed the amounts shown in the authority limit of approval table that the Office of Procurement is authorized to endorse. When using this method, the Office of Procurement shall secure the best prices. The following items are also subject to the same:

- The items are produced or supplied by only one body or the services provided by a certain agent - which makes it difficult to carry out the purchase by tender or practice.
- The items, jobs and services that need to be urgently provided. However, the purchase shall be limited to the minimum quantities needed for the job while the requirements of carrying out the purchase by other means are being met.
- The items with de facto prices or those whose prices are determined by the international stock market or certain international tariffs.
- The items, works or services that the public good requires them to be conducted in confidence.
- The items or works provided to the university by government agencies.
- The items or works that require highly specialized expertise whereby selection of the provider is determined by a technical committee set up by the VCAFA or his delegate.
- Newly introduced items procured by the university with the purpose of testing them.
- The periodicals, manuscripts, collections and scientific chips needed for laboratory work.

Inspection Committee

- After completing the procedures of writing them off from the accounts books, fixed assets which are no longer economically feasible to operate or have become depreciated, as well as damaged, stagnant or junk items shall be referred to a special advisory committee called the "Inspection Committee"
- The Inspection Committee shall be set up in each faculty or office with the approval of the Dean of the College or manager of the office in question or their equivalent. The committee shall be comprised of at least three members who shall be university employees with appropriate experience. The committee shall evaluate the items, estimate their prices and propose the method of their sale - be it through an auction or sealed envelopes offers or any other method of sale of disposal items whatever their value is. The committee shall then submit its recommendations to the Office of Procurement or equivalent just for guidance.
- Inspecting fixed assets and depreciated equipment, evaluating their condition, making recommendations regarding their sale or otherwise or proposing methods of selling them through



either an auction or sealed envelopes offers or other means of disposal determined by the committee.

- The Inspection Committee shall see to it that the inspection site is appropriate for those willing to participate in the auction and that the arrangements for the auction are adequate to facilitate inspection of items and participation in the auction, and hence attracting the best bids. This shall be done with full observance of transparency and competitiveness.
- Notes submitted to the Procurement and auctions committee regarding the sale or rent of assets shall reflect the content of the Inspection Committee's reports.

Auction

- The public auction shall be advertised in accordance with the same procedures followed in advertising a public tender. The advertisement shall include the information and specifications of the items offered for sale or rent.
- All rules, regulations and procedures followed in the case of public tenders shall apply to the sale or rent by auction on a case-by-case basis.

Tender

Tender Procedures

- The Office of Procurement shall fully prepare the tender documents and set the conditions for participating in it before the endorsement of the same by the Procurement Committee and the advertising of the tender. These shall include:
- The full technical specifications of the item or items to be supplied and the designs and technical drawings and sketches related to construction works, as well as the type of the required service and an accurate description thereof.
- If so required, stipulating the submission of sample catalogs or sketches, which shall bear the stamp of the supplier or carry some distinguishing mark. It shall also stipulate that two or more units of the sample must be submitted in the case of items, which are consumable during tests and experiments conducted to determine their suitability.
- Minutely detailed tables showing the required quantity of each of the tendered goods
- The date set for opening the tender envelopes so that the suppliers and contractors (participating in the tender) can have ample time to study and submit their bids.
- The tender validity period, which shall be, specified taking into account the market circumstances.
- Payment conditions and guarantees for delivery, construction and provision of services.
- Stipulating that when delivering materials, equipment, machinery or executing construction works, the supplier or contractor shall guarantee the fitness of these items during the required period.
- Stipulating that fines, penalties and compensations shall be imposed in the cases that require the same and that these penalties shall be over and above the standard penalty clauses related to the failure of suppliers and contractors to fulfil their contractual obligations.
- The tender notice shall be published at least twice in a widely read daily newspaper. The tender notice may appear on one or more foreign newspapers and via other available means.
- The Financial Office shall receive the monetary value of the tender pricing documents directly from the tender participant under a note issued by the Office of Procurement showing the tender number, participant's name and the amount of money paid by the participant. A receipt for the same shall be issued by the Office of Finance.
- Tender documents bearing the Office of Procurement shall be handed out to the participants.



- The Office of Procurement may extend the tender validity period on a case-by-case basis.
- The decision on the award of the tender shall be taken and the winner notified before the end of the tender validity period.

Bid Bond

A bid bond shall be secured for all tenders whose value is in excess of AED 1,000,000 (one million dirhams). The value of the bond shall be determined by the Procurement Committee as a lump sum amount or a percentage of the tender value. The bond may take the form of an unconditional and irreversible letter of guarantee issued by a bank operating in the country.

Receipt of Bids

- Tender bids shall be submitted in two separate envelopes, with one of them containing the technical bid and the other the financial bid.
- Bids received after the set deadline may not be accepted.
- Tenders shall be priced in the local currency unless otherwise provided for. The price of tenders shall be rendered in figures and words and upon discrepancy; the price written in words shall prevail.
- Scratching and erasing shall be avoided in the bills of quantities or price lists. Any correction shall be done by deletion, with the deleted parts duly signed and stamped by the bidder.
- If the bidder has not placed a price opposite to an item in the lists attached to the bid, this shall be construed as refrainment from tendering for that particular item.
- In case of indivisible contracts pertaining to works, services and supply, failure to mention a price for a work, an item or a service shall be construed as implicit inclusion of the prices thereof in the total price of the bid but without prejudice to the Procurement Committee's right to disqualify the bid in question if the Committee deems it reasonable to do so.
- The tender price quotations shall be deemed final and may not be revoked on grounds of price and currency fluctuations, taxes, duties, customs or any other similar situations. It shall be noted that the quoted prices are inclusive of all the costs required for the delivery of goods, completion of works and performance of services at the dates and locations specified by the university.
- Bids submitted on the basis of discounting a certain percentage less than the lowest bid shall not be accepted. The bid price shall be a total fixed price.
- The tender shall be conducted in accordance with the samples, specifications, drawings or approved services programs and other terms and conditions of the tender. The bidder shall be acquainted with the same. The bidder's submission of the tender shall be deemed an implicit acknowledgement thereof and hence the delivery of goods and services and execution of works shall be done accordingly.
- The tender participant may submit more than one bid. However, he shall submit a separate set of original tender documents for each bid and shall clearly indicate in writing that each set of documents represents an independent bid.
- The bid documents shall include a notarized copy of the company's Articles of Association along with a document containing the names of the persons who have the authority to enter into contracts on behalf of the company or the firm and the names of the persons who are in charge of the contract performance along with clear samples of their signatures. This condition shall apply to suppliers and contractors who are not registered with the university, provided that their prequalification and registration procedures be completed before opening the tender envelopes.



- All tender documents shall be regarded as personal to the tender participant and may not be passed to others.
- The University's Procurement Committee shall meet at the place and time specified in the tender notice. The Committee shall record the bids in official minutes that must include the names of bidders, all substantial details of the tender, as well as taking note of samples, if any. Samples shall then be officially handed over to the concerned bodies at the university for the purpose of analysis.

Tender Amendment

- When it is necessary to make changes in the tender invitation documents with regards to matters related to the contract terms, quantities, technical specifications, delivery schedule, date of tender submission or to dispel any ambiguity or correct errors in the tender documents, the tender shall be amended and all bidders be notified thereof.
- Amendment shall not be made to the technical specifications nor shall the tender floating or execution period be extended without approval of the end user unit and the Procurement Committee.
- It is strictly prohibited to make any amendments to the tender package after the tender envelopes are opened.

Cancellation of Tender

- With the approval of the Procurement Committee and the end user unit, the invitation to tender may be cancelled when there is a substantial change of circumstances that requires floating a new tender or when the required materials or services are no longer needed.
- All participants in a restricted tender shall be notified in writing of the cancellation of the tender. Reasons for the cancellation shall be explained and all bids that have not been opened shall be returned.
- The cancellation of a public tender shall be announced in the same way in which the tender invitation notice is publicized.
- In case of the cancellation of the tender, the tender documents' fees shall be refunded to the tenderers.

Evaluation of Tenders

- Sealed bids shall be opened by the Procurement Committee.
- The end user unit shall evaluate the technical aspects of the submitted bids and provide the Procurement Committee with a technical report thereof.
- The best offers shall be selected, taking into consideration that the offer with the least price shall be amongst the technically acceptable offers and observing that it is meeting the requirements of the end user unit and achieving value for money. The best offers may be selected by giving some weight to the aspects of their technical viability and financial feasibility. The best offer may be selected even though it is not of a lesser price, provided that convincing arguments are put forward thereto.
- If the prices of two bids or more are equal, the Procurement Committee upon a recommendation from the Office of Procurement and in coordination with the end user unit may split the amounts or quantities of the tender subject matter amongst the bidders offering similar prices so long as such split will not harm the business interests.
- The Office of Procurement shall notify the successful bidder of the award in an official letter within a maximum period of one week from the date of the Procurement Committee's approval of the bid



award. The successful bidder shall be asked to submit a performance bond and sign the contract within a maximum period of 15 days as of the award notification date.

- Should the successful bidder fail to sign the contract within a maximum period of 15 days from his notification of the award without a plausible excuse; he shall be deemed as having withdrawn his bid. Consequently, his bid bond shall be seized and the university shall have the right to seize all or some of his receivables in addition to reserving the right to demand compensation for incurred losses.

Bank Performance Bonds

- The supplier or contractor shall submit an unconditional and irreversible performance bond issued by a bank operating in the country if the value of the successful bid is in excess of AED 1,000,000 (one million dirhams). The value of the bond shall be determined by the Procurement Committee. The bond amount, however, shall be no less than 10% of the bid value, provided that no bank interest is imposed on the value of the performance bond letter.
- The supplier may be relieved of submitting a performance bond letter for purchase orders or contracts whose value is less than AED 1,000,000 (one million dirhams) in the following cases:
 - If the period of supply or performance of work in the contract does not exceed 90 (ninety) days. However, the Office of Finance shall hold 5% of the value of each invoice payable to the supplier which shall only be released after three months from the date of final delivery or as per the terms and conditions of the contract.
 - If the materials have already been delivered and the contracted work been performed.
 - If the supplier or contractor has monetary entitlements with the university equivalent to or more than the value of the performance bond. In such case, an amount equivalent to the value of the performance bond shall be held from said entitlements provided that the supplier or contractor submits a request to the Office of Procurement to that effect.
- The performance bond shall be valid throughout the contract period, in addition to a required three more months of validity of the bond.
- The contractor shall provide a maintenance bond upon final execution of the contracted works (projects) as a guarantee for maintenance. The bond value shall amount to 5% of the contract value.
- A contractor with the university from government departments, public establishments and corporations or other government bodies shall be fully relieved of submitting a performance bond and shall also be relieved of advance payment bond paid by the university to the contractor.
- If the successful bidder fails to submit the value of the performance bond within 15 days as of the date of notifying him of his bid acceptance or from the effectivity date of the contract, the university may:
 - Seize the bid bond
 - Blacklist the bidder, remove his name from the university's Register of Suppliers and Contractors, and suspend any dealings with him for one year as of the date of the award decision. The Office of Finance shall be notified thereof.
- The original documents of the bonds shall be kept with the Office of Finance which shall be responsible for their renewal if need be. The originals of the bonds shall be returned to the contractor without prejudice to the contract terms and conditions as per the following:
 - Approval of the Office of Procurement for materials contracts and purchase orders.
 - Approval of the Services and Facilities Office or equivalent for services and works contracts.

Contract



Drafting and Signing of the Contract

- The Office of Procurement shall prepare the contract documentation and coordinate with the Legal Advisor to prepare the contract format.
- The contract shall be signed by the Procurement Manager, Legal Advisor and VCAFA after the final approval of the relevant designee authorized to carry out such a task as explained in the university's delegation of authority policy.
- The contract shall be signed by the supplier or contractor who shall sign their initials on each page of the contract and its attachments.
- The Office of Procurement shall issue two original copies of each services or materials supply contract, with one copy kept by the Office of Procurement and the other sent to the supplier or contractor. A photocopy of it shall be forwarded to the Office of Finance and the end user unit at the university.
- The Office of Procurement shall issue a purchase order or a request order after the signing of the contract by the contracting parties. The purchase order shall be signed by the Office of Procurement in accordance with the delegation of authority system.

Contract Administrator

The end user unit shall nominate one of its employees to administer each service contract related to the unit. The appointment shall be effected under a note submitted to the Procurement Committee. The nominee shall then be the end user unit's representative and the person authorized to deal with the contractor on behalf of the unit.

Responsibilities of Contract Administrator

The Contract Administrator shall undertake the following tasks:

- Approval of all contract invoices.
- Ensuring the performance of the contract at the specified time and in accordance with the conditions and specifications provided for in the contract, taking into account the quality requirements and the legal rights of the parties to the contract.
- Ensuring that the university has properly fulfilled its obligations in a manner that protects its interests.
- Dealing with the requests for information and amendments, disputes, claims and indicators of contract termination or cancellation. That shall be in accordance with the authority delegation policy and the policy herein.
- Maintaining complete documentation on the performance or violation of the contract, with a view to protecting the rights and interests of the university.
- Specifying the precise date for the performance of the contract if the period of the performance of the contract is broken down in days.
- Carrying out all other procedures linked to the university's fulfillment of its obligations so as to smoothen the performance of the contractor's work.
- Observing the non-change of the works provided for in the contract or non-addition of any works not provided for in the contract unless the same is done under an approved variation order.
- Regarding contracts related to the continuously needed services, the contract administrator shall ensure the start of procedures to conclude a replacement contract well before the expiry of the running contract in order to ensure the continuity of the service at the university.



Contract Commencement Date

- The period set for the performance of the contract shall start from the day following the signing of the contract or from the date on which the site is handed over to the contractor, whichever is practicable, unless otherwise has been provided for in the contract.
- If the Contractor or his representative fails to arrive at the site to take it over on the specified date, a report shall be written and a copy thereof shall be sent to the Contractor. The date shall be noted therein and a copy of the same shall be forwarded to the contractor. Said date shall be considered as the contract's commencement date.

Termination of the Contract

- The Contractor shall perform the contract in accordance with its terms and conditions, otherwise he shall be subject to the penalties provided for in the contract and in this policy.
- In case of fraud, manipulation or bribery by the contractor, the university shall have the right to cancel the contract, seize the performance bond and perform the contract at the contractor's expense, still reserving its right to compensation.
- In the case of the contractor's bankruptcy or insolvency, the university shall have the right to cancel the contract, seize the performance bond and reserve its right to compensation.
- In the case of the contractor's death, the university shall have the right to cancel the contract and return the performance bond or allow the contractor's successors to continue performing the contract.
- Should the contractor submit documents proving that the delay in the performance of the contract was a result of force majeure or circumstances caused by the university, the resulting default shall be overlooked - an issue left to the discretion of the Contract Administrator.

Amendment of the Contract

Any amendment to the contract regarding quantities, specifications or otherwise shall be done under a Variation Order with the consent of both parties to the contract and the approval by the person authorized to take such action under the university's delegation of authority system and the policy herein.

Advance Payments

The contract may include a provision allowing advance payments to the contractor within the limits and in accordance with the conditions set by the contract. However, under all circumstances, payments shall be made against a bank bond of equivalent value and in the same currency. Such matter, however, shall be within a minimal limit.

Contract Performance Delay and Penalty

- Should the contractor fail to perform the contract within the specified period, the provisions hereof and other applicable laws in this regard shall apply.
- Should the supplier fail to deliver all required quantities or the contractor fail to perform the works or part thereof by the dates specified in the contract (including rejected materials and works or materials which have not been supplied) the university shall have the right to take one of the following actions:
 - Granting the supplier or contractor an additional time grace if the same is deemed in the best interest of the university. However, this shall be subject to the approval of the Procurement Committee and shall be applicable to contracts and purchase orders of a value exceeding AED 250,000 (Two hundred and fifty thousand dirhams).



- Purchasing the materials or performing the works at the expense of the supplier and contractor. In this case, the supplier and contractor shall bear the burden of any price increase or incurred administrative expenses at a rate of 10% of the value of the materials or works which the supplier or contractor have failed to supply or perform after the lapse of the grace period.
- Terminating the contract, seizing the performance bond and claiming due compensation without prejudice to the university's right to impose the delay penalty provided for herein.
- Ministries, public agencies, corporations, and other government bodies shall be exempted from the application of the provisions of this article.
- The contractor shall complete all the contracted works in accordance with the terms and conditions provided for in the contract and within the specified timeframe.
- The Procurement Committee, may upon request from the contractor, relieve him of the delay penalty if supporting documents has proved that the delay was a result of force majeure beyond the contractor's control. However, the contractor shall submit a request to the University for extending the contract performance period. The request shall be submitted within fifteen days from the date of the incidence leading to the delay and shall include an explanation of the reasons causing the delay.

Provisional and Final Receipt of Works (Projects)

- The provisional receipt of works shall be carried out by a committee called "Receipt Committee" which is formed under a decision by the VCAFA or his delegate. The Committee shall have five employees in its membership, including the chairman. Receipt of works shall be attended by the consultant (if available) and the Contract Administrator to ensure that the contractor has completed the works in accordance with the terms and conditions of the contract.
- The committee shall write a report of receipt from the contractor, which shall acknowledge full provisional receipt if all the terms and conditions of the contract and its attachments have been met. Otherwise, treat it as a qualified receipt if the Committee demands the completion of some limited aspects of the project within a certain period of time specified by the Committee.
- A final certificate of works completion shall be issued at the end of the guarantee and maintenance period. Under said certificate, the Contractor shall receive the value of the warranty held by the university.

Responsibilities of Receipt Committee

- The Committee shall receive the materials and services related to the purchase orders whose value exceeds AED 250,000 (Two hundred and fifty thousand dirhams)
- The Committee shall inspect and receive the materials after ensuring that they comply with the required technical specifications.
- The Committee shall meet within three working days at the maximum as of the date the Committee was notified by the warehouses of the provisional receipt.

Electronic Purchase Methods

- Electronic purchases are subject to the same rules and procedures provided for herein, with the following matters being observed:
- All tenders and direct orders transactions shall be conducted electronically through the



university portal, unless the same is not possible for technical reasons related to the unavailability of appropriate information technology systems.

- Public tenders' notices shall be made on paper-based media outlets such as newspapers and magazines while simultaneously being advertised via electronic means.
- No cash payments shall be made against the electronic tender documents.

Stock

Stock Items

- Materials shall be classified as stock items at the discretion of the Office of Procurement.
- The "stock items" shall be entered in the registers of warehouses and accounting books as "custody" items when they are purchased. Their value shall only be charged to their appropriate expenditure category when they are issued for use and consumption purposes.

Non-Stock Items

- Non-Stock items shall not be added to the custody of warehouses or included in their inventory records.
- The value of non-stock items shall be charged to their appropriate expenditure category immediately after their receipt.

Disposal Items

- "Disposal Items" shall be kept in a separate place in the warehouses until they are disposed of. Meanwhile, they shall be under the supervision of storekeepers.
- "Disposal Items" shall be recorded in special registers independent of the warehouses inventory and accounting records.

Materials Coding

- The Office of Procurement shall set up a central coding system and a specifications guide for all stock purchases.

Stocking Policies and Provisions

- The Office of Finance shall keep accounting books to monitor the value of stock. The books shall be matched on a monthly basis with the data on the warehouse system.
- The Office of Procurement shall specify a minimum stock limit, a maximum stock limit and a reorder limit for each of the stock items. These limits shall be noted in the warehouses records.

Storekeepers and their Duties

- A storekeeper for each warehouse shall be appointed as per the university organizational structure.
- A storekeeper may have one or more assistants who may take his place in his absence.
- Storekeepers are personally responsible for items under their custody. They shall safeguard and take care of these items, be aware of their weight, quantity, type and measurements, as well as all that might expose them to damage or loss. They shall only be discharged of responsibility for damage or loss if there is evidence available to the university proving that the damage or loss was unavoidable and that it was a result of circumstances beyond the storekeepers' control.
- In the case of the storekeeper's termination of service or absence for whatever reason, a stock taking shall be carried out and a replacement shall be appointed and assigned the duties of the storekeeper.
- Storekeepers shall submit periodic lists every three months to the Procurement manager so that



he can take the necessary action regarding the following:

- Surplus items.
- No longer needed items.
- Obsolete items.
- Unusable items.
- Items exposed to damage.
- Items which have limited expiry date.

Rarely Needed, Stagnant and Surplus Items

- The items which are not requested or issued as reflected in the warehouses' inventory records for twenty- four solid consecutive months shall be written off and turned into disposal items to be auctioned out or sold in any other method consistent with the applicable regulations.

Receiving, Stocking, and Issuing Stock Items

- The storekeeper shall receive the "Stock Items" and inspect them to ensure that they match purchase orders in term of quantities and specifications. Should the materials inspection need special technical expertise, the storekeeper shall seek assistance from an employee with expert knowledge on the received items.
- The items whose value exceeds AED250,000 (two hundred and fifty thousand dirhams) shall be received by the Receipt Committee and the storekeeper.
- A paper receipt voucher for the actually received quantities which meet the specifications shall be issued and signed by the storekeeper and the Receipt Committee chairman in the cases that so require.
- Items which do not comply with the specifications or in excess of the required quantity specified in the purchase order shall be kept in a special place as a first step of a process to return or replace them as the case may be. The supplier shall be notified of the same in writing by the Office of Procurement. The Office of Finance shall also be notified thereof.
- Stock Items shall be issued to user colleges and administrative units in electronic vouchers. The Issued items shall be priced according to the approved accounting policy. The Value of the issued items shall then be included under the relevant expenditure category and the quantity and value shall be deducted from the warehouse stock and accounting records.
- The items issued but later returned to the warehouses shall be recorded in an electronic or paper voucher. Their value shall be deducted from the same relevant expenditure category under which they were deducted upon issuance. The quantity of the returned items shall then be added to the warehouses' custody and their value recorded in the warehouses 'accounting books.
- The storekeepers shall see to it that the used items are stored in a place other than the place where the new items are stored. They shall also make sure that the flammable materials are stocked in special warehouses that observe their nature.

Comprehensive Annual Stocktaking

- A comprehensive stocktaking of all contents of the warehouses shall be conducted at least once a year without prejudice to the perpetual surprise stocktaking system applicable in the course of the year.
- The comprehensive annual stocktaking shall start on 15th August of each year and be completed before the end of August.
- Committees for annual stocktaking shall be set up under a decision by the VCAFA or his delegate.



- In forming stocktaking committees, it shall be observed that the Office of Finance and the Internal Audit Office are represented. The stocktaking shall be carried out in the presence of a storekeeper.
- Stocktaking committees shall prepare lists of counted items showing the actual balances of items and matching them with balances on the warehouses records, taking note of any possible surplus or shortage. If there is surplus or shortage, it shall be noted in the stocktaking lists.
- The stocktaking lists shall be prepared according to the form developed by the Office of Finance for that purpose.
- A copy of the stocktaking lists shall be forwarded to the Internal Auditing for their opinion. In case of spotting a financial or administrative breach, the matter shall be referred to the VCAFA or his authorized delegate to take the necessary disciplinary action against the breacher in accordance with the applicable law.
- The Office of Procurement shall settle the stocktaking inconsistencies by making additions or deductions after receiving the verdict of the VCAFA or his authorized delegate.

Partial, Surprise Stocktaking

- The internal audit office shall conduct a surprise partial stocktaking as part of the perpetual stocktaking program.
- In case of finding a shortage or a surplus, the internal audit office shall investigate the reason behind the shortage and report the findings to the VCAFA or a delegate authorized by him to look into the matter.



Cash Management Policy

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

Policy Statement

This policy details the flow of cash resources, in terms of receiving cash from students, acceptable currencies, PDC's conditions, remittances through banks, and regular deposit of available balances into bank accounts.

Policy Purpose

The policy serves as a guidance towards safeguarding USTF's cash resources, throughout a set of policies and procedures that control the process of collecting cash and depositing into bank accounts, in a way that reduces the risks involved, avoids accumulated excess (idle) cash balances, and increases USTF's ability to use its own cash resources in meeting daily spending requirements as well as decreases bank borrowings to the minimum levels.

Detailed Policy Statement

Accepted Currencies

- GCC currencies.
- United States of America Dollar (USD)

Foreign Currency Exchange Rates:

- Finance Department will define the fixed exchange rate for each currency and display the rates on the screens. Rates are defined as per the market practice.

Collections from Students/Clients:

- The following types of payments are accepted by the University:
 - Cash Payments.
 - Current Dated Cheque Payments.
 - Post Dated Cheques Payments.
 - Credit Card Payments.
 - Wire transfers/Direct Bank Deposits.
- Payments by cheques should be in local currency and a cheque withdrawn on a local bank.
- Payments by PDC should be in compliance with USTF internal policy.
- Payment received through Wire Transfers/Direct Deposits will be credited to beneficiary account after checking the bank statement to insure receiving the same to our bank.

Daily Collections:

- Payments received by USTF will be entered to the beneficiary account on the spot and an official (system) receipt voucher will be printed for the payee.
- Each collector (Teller) has a separate custody which contains all payments received by him/her during the day and still not dispatched to the Main Cashier.
- End of day; Teller should count physical amounts in his/her custody, tally the amount with custody report total and then to deliver his collections to the Main Cashier.

Bank Remittance:

- Daily collections will be consolidated and delivered to the bank next working day.



Secure Holding of Receipts Prior to Deposit:

- Any cash or cheques not deposited should be kept in a locked, fireproof safe, cabinet or lock box. The access to the above should be restricted. Post-dated cheques should be treated in the same manner and cashed on the cheque dated.
- Cash should be kept in a safe and properly protected place.
- All cash receipts must be deposited into the bank the following day. Collections from the imprest cash should be segregated.
- All cash collected will be kept in a safe with two keys, one of which will be with the Cashier and the other with the Finance Manager. A duplicate set of the keys should be kept in the safe custody of the Financial Controller.
- Cash in the safe and in transit should be insured against theft and fire. A Fidelity Insurance Cover for the accountant responsible should also be taken out.
- At the end of the day and/or during the absence of the accountant, who maintains the cash balance, the safe should be locked.

Regular depositing of Receipts Within Approved Time Frames:

- All receipts (cheques/cash) should be deposited daily into a designated bank account.
- The accounts department will prepare a bank deposit slip in duplicate at the end of the day or during the day. The relevant particulars will be recorded on the bank deposit slip.
- The bank account in which the cash is to be deposited will be ascertained prior to allotting the account codes to the bank receipt voucher.
- The cash will then be taken to the bank along with both copies of the bank deposit slip. The bank will retain the original and will return the duplicate duly acknowledged which will be attached to the related BRV.
- The accounts department will reconcile the total amount of the cash deposited into the bank with the total of the receipts for the day to ensure prompt banking.

Reconciliation of Receipts and Deposits:

- At the end of each month a Monthly Cash Tally Sheet will be prepared after reconciling the physical cash with the balance as per the general ledger.
- The accountant should also tally the physical cash balance with the balance as per the general ledger after ensuring that the receipt vouchers, petty cash vouchers and outstanding temporary advance slips for the month have been settled.
- In the event of any shortage/excess noted on verification, the discrepancy should be looked into. If the amount is to be recovered from the accountant concerned he should reimburse the shortage promptly. If prompt reimbursement is not possible the shortage should be debited to his personal account and should be recovered from his salary or other amounts due to him.
- The total of all receipts will be checked to the subsequent day's bank deposit slip. The account codes and supporting documentation will be checked prior to posting into the system. The accountant will check the transaction journal the following day to ensure that the account codes have been correctly entered in the system.
- All cancelled copies of CRVs will carry the "cancelled" stamp and missing sequence numbers will be investigated.



Risk Management Policy

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

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

The University's management introduces this risk management policy as an institutional framework that provides guidelines to monitor and track possible risk factors that might cause disruptions to the smooth functioning of business operations, and thus hinder the fulfillment of its mission or strategic goals. The USTF risk management policy is tailored around international standards and the CAA risk management policy (Standards 2011 – 2.3 (2.3.1-2.3.4)).

Academic Risk Policy

Identification of Potential Risks:

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

Proactive Measures Plan:

- Implementation of USTF quality assurance policies and procedures at different levels (course level, program level and college level) and reporting any related deficiencies to the higher levels.
- Adoption of continuous assessment and improvement strategies.
- Selection and retention of high quality faculty to satisfy the requirements of the program in terms of teaching and research.
- Implementation of proper academic advising system (counseling, coaching, advising), and follow-up of students' progression.
- Building long term relationship with the Ministry of Health, Health Authorities and Health Zones in the UAE.
- Establishing training agreements with more reputable hospitals in Fujairah and neighboring emirates to expand the base of available clinical sites and create significant redundancy.
- Proper teaching load allocation to faculty in such a way that the faculty can carry his/her teaching, advising and research activities in a proper way.
- Proper timetabling of course offerings in such a way that students can attend lectures and other academic activities without delay or absence. This is especially important for working students who are tied-up with their work schedule.
- Organizing proper and informative orientation sessions for newly enrolled students to brief them about the requirements of progressing and completing the program.
- Monitoring students' academic progression and taking proper actions before student's performance reaches the critical level of probation.
- Providing appropriate learning resources (library, laboratories, IT... etc.) to facilitate students' access to program and support service related information.
- Preparing proper contingency plan in case any faculty member is unable to attend his/her scheduled academic activities for any reason (illness, emergency, conference, business travel,



etc.) to ensure that the proper execution of approved program curriculum is continued.

Reactive Measures Plan:

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

Teach-out Policy

Policy Statement

This policy addresses the University's responsibility to make necessary arrangements for students to complete their academic programs in cases where institutions are closed or programs discontinued.

Risk Mitigation Methodology

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

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

Internship and Clinical Training Risk Management Policy



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

Policy Statement

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

Risk Identification

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

Risk Mitigation Methodology

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

Availability of Sustainable Training Locations

It is the responsibility of the Office of Career and Placement Services to screen the available training sites and select the most suitable and safe training locations in view of the student's specialization, and in collaboration with the concerned colleges. The Career and Placement Services Office must



establish contractual, sustainable and strategic relationships with these sites in order to secure the placement of students for internship.

Financial Risk Management Policy

Policy Statement

This policy serves as a comprehensive framework that identifies, evaluates, and mitigates the negative impact of different sources of financial risks, which may expose the University to potential losses of financial resources or fluctuation of financial performance. Therefore, a structured methodology is established and adopted by the University to regularly identify such risks, evaluate the negative financial impact of certain events, decide their significance and adopt the best risk mitigation options to deal with such risks.

Risk Identification:

- Credit Risk
Credit risk is the risk that one party to a financial instrument will fail to meet an obligation, causing the other party to incur a financial loss.
- Liquidity Risk
Liquidity risk is the risk that the University will encounter difficulties in raising funds to meet its liabilities when they become due.
- Interest Rate Risk
The University is exposed to interest rate risk on its interest bearing assets and liabilities; namely fixed deposit, medium-term loan and borrowings.
- Accounts Receivable Risk
While the University balances between the interests of all stakeholders, certain special situations faced by some students can justify granting them credit facilities by postponing the payment of due balances or accepting settlements by post-dated cheques. The accounts and cheques receivable risk is identified by the overdue customer balances as well as the cheques receivable and the potential that such amounts are becoming uncollectible
- Business Risk
Business Risk involves the risk of declining revenues due to decrease in number of students or prices, or the uncontrolled increases in expenditures during the normal course of business activities, which will ultimately affect the financial performance and the ability to meet certain requirements to ensure smooth running of operations.

Risk Evaluation and Mitigation Methodology

- Credit Risk
Financial assets, which potentially subject the University to concentration of credit risk, consist principally of the current bank accounts and deposits/ saving accounts. The University mitigates its credit risk with regard to the bank deposits throughout:
 - Dealing with high credit quality financial institutions, in addition to conducting continuous review of the financial institution's credibility, considering the trade-off between the benefits obtained from dealing with certain financial institution and the credibility risk involved.
 - Extra available funds are invested in short-term fixed deposits that do not exceed 1-year maturities and over several maturity dates carefully distributed across the year to ensure satisfying any urgent cash needs for operational requirements to avoid liquidating any of the deposits before the maturity date and thus losing the expected profit.
 - The University's management is continuously evaluating its investment credit risk to ensure that the credit risk related to bank accounts lies within an acceptable range.
- Liquidity Risk
To mitigate such risk, the management should ensure the availability of diversified funding sources along with continuous monitoring of liquidity sufficiency on regular basis.
 - Cash flows forecasting serves as a key indicator of future cash sufficiency, which helps



providing an early alarm pertaining to any anticipated liquidity problems.

- Cash safety margin must be maintained, that is equivalent to a minimum of 3 times total monthly operating expenses.
- Availability of easily accessible sources of funding; either through equity or debt sources, should be maintained in order to raise necessary funds to meet any financial obligations and ensure smooth running of operations. Reliable and sustainable relationships with banks and other financial institutions should be maintained to facilitate providing the necessary funds within a short period.

▪ Interest Rate Risk

To mitigate the risk of having lower rates on deposits or higher rates on term borrowing compared to the changes in interest rates prevailing in the market, the University's financial management should:

- Keep diversified ranges of maturities of its deposits, which allows quick reaction according to changes in the market rates.
- This method also reduces the exposure to the risk of losing the profitability of such fixed deposits due to potential early liquidation of the deposits to meet emerging spending requirements.
- In addition, the University should conduct a continuous revaluation and analysis of the market rates to maximize interest revenues on deposits and minimize interest expenses on borrowings.

▪ Accounts Receivable Risk

The accounts receivable risk is mainly involved with amounts due from students, sponsors, tenants and other customers. The University mitigates the accounts receivable risk throughout:

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

▪ Business Risk

To avoid the potential negative impact on financial performance and the ability to meet certain requirements, and to ensure smooth running of operations, several approaches and techniques should be adopted by the University's management to mitigate the different types of business risks as follows:



- The University's management should follow a continuous improvement approach as a methodology to mitigate such risks, throughout continued efforts that aim at improving the quality of academic programs; studying the dynamic market needs for new knowledge areas, and
- introducing new academic programs that fulfill such needs and stimulates sustainable business growth.
- The planning and budgeting process also helps addressing the key business risks involved in different business activities, and the level of uncertainty that is inherent in the planning process. The annual budget preparation cycle illustrates how the University plans for the future and provides the optimal allocation of resources as needed to achieve AU's strategic goals and objectives.
- As part of the annual operating budget preparation cycle, and to account for the normal uncertainty with regards to emergency spending needs, a contingency fund should be created to provide necessary funding for any unplanned or emergency spending needs. The contingency fund should be estimated as a fixed percentage of the annual operating spending budget.
- An in-depth planning and financial feasibility of launching any new academic program or investing into other expansion projects must be conducted. By adopting such approach, the University will be able to expand its students' base and diversify the revenue generating activities while minimizing the business risks involved in such activities and being well-prepared for any potential financial surprises that may corrupt operational activities.
- To better manage the other risk factors inherent in operations, the University mitigates the negative impact of some potential events that rest outside the control of USTF management, by enrolling into several insurance policies. These include:
 - Fidelity Insurance Policy:
To indemnify USTF against any loss sustained by any act of fraudulent embezzlement or misappropriation of any employee who's dealing with cash amounts.
 - Public Liability Insurance Policy:
To indemnify USTF against any loss due to the legal liability arising from running the business activities, where USTF may become legally liable to pay for compensation in respect to accidental bodily injury to third parties or accidental loss or damage to third party's property.
 - Money Insurance Policy:
To indemnify USTF against any loss of cash amounts and the cost of any related damage that is associated with any theft or attempted theft during the normal course of business activities.
 - Property All Risks Insurance Policy:
To indemnify USTF against any loss caused by any incident or event that exposes USTF's properties and its contents to losses or damages suffered as a result of the occurrence of common perils, such as fire, building destruction, or damage of any insured contents.
 - Public Liability Insurance – Internship Activities:
To indemnify USTF against any legal liabilities towards any third party, including students, in respect of personal accidents and/or property damage arising out of internship activities of students in the medical fields, who are exposed to high risks of lab materials; pharmacy, dentistry and clinical training activities, either in-campus or outside.



Financial Risk Management Responsibilities

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

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

Information Technology Risk Management Policy

Policy Statement

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

Risk Identification

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

Risk Component Analysis

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

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



- **Unplanned Service Outage:**
Unplanned Service Outage may occur due to one of the following:
 - Hardware failure such as damage in server or LAN/WAN equipment.
 - Software problem may cause failure in I.T. service/s.

Risk Evaluation and Prioritization:

The following describe how different risks are evaluated and prioritized.

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

Risk Mitigation Methodology:

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

Risk Plan Maintenance:

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

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



Risk Management Responsibilities

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

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

Facilities Risk Management Policy

Policy Statement

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

Risk Identification

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

Risk Component Analysis

- Technical Faults and Breakdowns:
USTF facilities and infrastructure should remain in perfect functional state for efficient, reliable and normal operations at all times. This requires prompt and effective repair services and periodic preventive maintenance to be carried out to minimize or prevent facilities down time or closure.
- Fire:
Fire is an unpredictable and inherent risk in University’s environment, and carries a high damage potential. The existing facilities and infrastructure does possess the necessary fire safety mechanisms and processes.
- Utility Outages:
Uninterrupted power and water supply for USTF facilities is essential and of paramount importance for its functioning and operations. These basic utilities within the Emirate of Fujairah are supplied by a federal government authority, and mostly seem to be stable, sustained and reliable.



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

Risk Evaluation and Mitigation Methodology:

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



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

Facilities Risk Management Responsibilities

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



Auxiliary Enterprise Policy

Policy Name	Auxiliary Enterprise Policy		
Policy Owner	Financial Manager	Reviewed	Annually
Approved By	Vice Chancellor for Administrative and Financial Affairs	Approval Date	

The purpose of the University Auxiliary Enterprises Policy is to ensure compliance with USTF's policy regarding business activities and to exercise the required control and supervision on the campuses of the University. The policy shall apply to personnel, faculty, staff, student organizations and visitors, and to all facilities, including all buildings, land and open spaces, and to any person, organization, or business desirous of using USTF facilities.

Definitions

- **Auxiliary Enterprises** are business enterprises or other support activities (as distinguished from primary programs of instruction, research and public service) operated on a self-supporting basis, the primary purpose of which is to provide specified services to the campus community.
- **Self-Supporting** means that revenues received (fees for services, sales, dedicated general fees, contributions, and investment income) should cover the direct and indirect operating expenses, assignable indirect costs, debt services and capital expenditures.
- **Campus Community** as used in this policy refers to faculty, staff, and students.

Policy Statement

- The director of the University Facilities and Services Office has the responsibility to control, manage and supervise all business activities on his/her respective campus.
- The Office of University Facilities, under the auspices of the Office of the Vice Chancellor for Administrative and Financial Affairs (VCAFA), shall be the only body empowered to conduct business activity at the University.
- Business activity shall include any undertaking of an individual or group, which encompasses the production, sale, distribution, by sale or gifts, of products or services. The sale and distribution of products and services includes any method of marketing by way of direct selling or indirect selling, including the use of posters, flyers, handouts, or other promotional literature. Such activities shall be subject to the provisions of this policy.
- Distribution of non-commercial written material such as pamphlets, handbills, circulars, newspapers, magazines and other materials may be given away or sold on a person-to-person basis in open areas outside of buildings and other closed structures on the campus, except as follows. No stand, table or booth shall be used in distribution except upon permission of the appropriate authority. Distribution shall be made from a designated location and sales person are not allowed to walk around campus distributing written material.
- There shall be no advertisement or other public statement in which USTF's name is used in connection with any non-university organization, business, or person in any manner or medium that implies that the University supports, approves, or endorses any product, service, interest, position, or ideology of that organization, business, or person.

Support Role of Auxiliary Enterprises

- Auxiliary enterprises are operated as essential elements in support of the mission of the university. They are to provide quality products and/or service at the lowest practical price.



Designated Auxiliary Enterprises

The following are designated auxiliary enterprises:

- Building Maintenance, Security, cleaning services, Parking and Transportation Services, Residence Halls, University Catering Services, Printing and Photocopying Services, etc.

Management

- The university will provide administrative, accounting and financial oversight to auxiliary enterprises through the office of Vice Chancellor for Administrative and Financial Affairs (VCAFA), Student Affairs Deanship, Administrative Department and University Health Services as applicable.
- USTF warrants that the use of the Leased Premises by the Lessee will not violate any restrictions, reservations, or laws in relation to the Leased Premises.
- Water and electricity shall be provided by USTF.
- USTF shall not be responsible for business losses that might occur due to electricity or water shortage due to blackouts, force majeure, inclement weather, or other occurrences that are beyond the reasonable control of USTF.
- The enterprises must make sure that the rented Premises and all other products served by USTF be prepared, held, and handled in a safe and sanitary manner in accordance with the hygienic standards of the Ministry of Health in the United Arab Emirates (MOH). Food items must be pre-packed, or if prepared on-site must be supervised by a qualified food service professional. Local health codes must be followed. No tobacco, alcohol or pork products will be permitted.
- Enterprises must permit USTF staff to enter the Leased Premises at any time outside normal business hours in case of an emergency or otherwise during normal business hours. Such arrangement will not unreasonably disturb or interfere with the enterprises' use of the Leased Premises or operation of its business. It will help to examine, inspect and show the Leased Premises for purposes of leasing, sale or financing, to provide services or make repairs, replacements, changes or alterations as provided for in this Lease and to take such steps as USTF may deem necessary for the safety, improvement or preservation of the Leased Premises.
- Enterprises must maintain the Leased Premises and all improvements therein in good order and condition. Keep the leased Premises in a clean condition and remove from the leased Premises at its expense all food waste (floor and tables) and garbage.
- Enterprises must not use the Leased Premises for any other purpose other than the business agreed upon with USTF.
- Enterprises must ensure that an appropriate security arrangement for the Leased Premises are in place at all times.
- Enterprises required not doing anything in or outside the Leased Premises that might cause nuisance, damage or annoyance to USTF or any person.
- Enterprises must comply with any reasonable request from USTF for the delivery of information, data or such other documentation relating to the operation of the business.
- Enterprises should not keep in Leased Premises without the permission from USTF any hazardous substances, articles, chemicals or anything that may be in nature challenging to the human life.
- Enterprises may from time to time at their own expenses, make changes, additions and improvements to the Leased Premises to better adapt the same to their businesses. However, any change, addition or improvement shall only be made after obtaining written consent from USTF, and shall be carried out in a good and competent manner and only by persons selected by the enterprises and reasonably approved in writing by USTF.



- Enterprises shall pay promptly when due all costs for work done or caused to be done which could result in any lien or encumbrance on USTF's interest in the property, shall keep the title to property and every part thereof free and clear of any lien or encumbrance.
- If during the Term the Leased Premises or any part thereof is be damaged by fire, lightning, tempest, structural defects or force majeure or by any additional perils from time to time defined and covered in the standard broad-coverage fire insurance policy carried by USTF on the Leased Premises, the following provisions shall apply:
- If, as a result of such damage the Leased Premises are rendered partially unfit for occupancy, the Rent shall abate in the proportion that the part of the Leased Premises rendered unfit for occupancy by enterprises is of the whole of the Leased Premises. If the Leased Premises are rendered unfit for occupancy by the enterprises, the Rent shall be suspended until the Leased Premises have been rebuilt and repaired or restored.
- Notwithstanding, subsection (i) above, if in the opinion of USTF's architect or engineer given within 30 business days of the damage occurrence, the Leased Premises shall be impossible to rebuilt, repaired, or restored with reasonable diligence within 60 days after the occurrence of the damage; consequently, either USTF or the enterprises may, at their choice, terminate this Lease by notice in writing given to the other party within 15 days of the USTF's architect or engineer opinion. If notice is given by USTF or the enterprises under this Section, then this Lease shall be terminated from the date of such damage and the enterprises shall immediately surrender the Leased Premises and all interest therein to USTF. The Rent shall be apportioned and shall be payable by the enterprise only to the date of the damage and USTF may thereafter re-enter and repossess the Leased Premises.
- If the Leased Premises are capable with reasonable diligence of being rebuilt, repaired or restored within 60 days of the occurrence of such damage, then USTF shall proceed to rebuild, restore or repair the Leased Premises with reasonable promptness within 60 days. Any additional period due to delay caused by lock-outs, slow-downs, shortages of material or labor, force majeure, inclement weather or other occurrences which are beyond the reasonable control of USTF; and the Rent shall abate in the manner provided for in subsection (i) above until the Leased Premises have been rebuilt, repaired or restored. Provided that nothing in this Section shall in any way be deemed to affect the obligation of the enterprise to repair, maintain, replace or rebuild the Leased Premises as otherwise provided for by the terms of the Lease.
- All prices applied by the enterprises should be submitted to USTF for approval to meet the University standards to the provision of student service. Upon the acceptance between both parties on all price lists, no alterations or changes shall be permitted without the prior consent of USTF. Proposal for price changes can be submitted upon contract renewal in written to USTF for approval.

Charges for Goods and Services

- Selling prices, rents, fees and other charges by auxiliaries are to be set at a level adequate to support the operating and reserve requirements.

Charges for University Services Provided to Auxiliary Enterprises

- Auxiliary enterprises are expected to pay their appropriate share of costs for physical facilities and other directly chargeable support costs related to their operation. In addition, auxiliary enterprises shall pay an appropriate share of other administrative support costs of the university. Such charges shall be determined each year in accordance with a formula.



- Account Requirements: Each auxiliary enterprise shall use accounting systems applicable to the type of enterprise operated. Appropriate information shall be available in and adapted to the University financial accounting system.
- The enterprises shall pay to the University, during each Gregorian calendar year of the Term, as rent for the Leased Premises the ----- AED (the "Minimum Rent") for both male and female sections, described as ----- AED for the Male section and ----- AED for the Female section in which the payment method will be as follows:

Sequence	Amount	Due Date
First Payment	AED	--/--/20--

- Divided into three payments per year on the basis of 30%, 30% and 40% were (.....AED) is paid in advance upon signing the contract and the rest of the amount is paid accordingly after 4 months of signing the contract.
- All amounts payable by the enterprises to the University pursuant to the Lease, shall be deemed to be rent and shall be payable and recoverable as Rent in the manner herein provided.

Reporting Requirements

- Annually, a report shall be prepared for each auxiliary enterprise in a format provided by the VCAFA. The report shall be submitted to the VCAFA, who shall advise the Board of Trustees of operational problems indicated by the report.
- The Finance Manager shall coordinate the submission of the reports.
- In connection with the annual University budget process, a report shall be prepared by each auxiliary enterprise describing its operation for the fiscal year then being concluded and evaluating how well the auxiliary enterprise serves the needs of its users.

Advertising

- The University Advertising Policy shall apply to all non-university entities and/or commercial businesses, which desire to place advertising on the campus of the University. Nothing herein shall prohibit University departments from advertising and promoting their own services or programs on the University campus.
- In general, commercial businesses and all non-institutional entities are prohibited from indiscriminately advertising on the campus. Flyers, poster, etc. promoting business establishments containing advertising are banned. The prohibition also includes the placement on campus of non-university publications, which contain advertising.
- Advertising of a private enterprise on campus is permitted only in approved campus publications, newspapers, magazines, etc.

Advertising may appear in the following University media:

- Advertising related to sports and cultural events
- Promotional material related to auxiliary service units and their products
- Other official publications of the University.

Sales

- University Facilities and Services Office shall be the only body empowered to conduct sales activity on the campus.

Procedures for Commercially Sponsored Businesses at USTF

- Individuals or businesses wishing to do business must contact the University Services Department to be approved in advance.



- Commercial activities will be subject to space availability and must adhere to University System of guidelines and policies.
- The responsible for the Office University Facilities will grant or deny permission upon confirmation of the availability of appropriate sales space.
- A fee of Dhs----- per day payable to USTF is required. This fee shall be paid in installment to the Office of Finance.
- Sales or advertisements in direct competition with USTF's services, activities and operations of the University are prohibited.
- Vendors must be prepared to provide their own table(s), chair(s), and extension cords to display their products. At its sole option, the University may provide limited assistance.
- Distribution or sale of newspapers shall not be made in buildings or closed areas on USTF except as provided for by this regulation.

Procedures for University Sponsored Activities

Sports:

- The Office of University Facilities reserves the right to manage all food, beverage and other goods at all sports and cultural events held at USTF. The department may delegate this responsibility to other departments on a case-by-case basis.

Student organizations:

- Sales by student societies must be conducted totally by a recognized student society. Co-sponsoring with a non-university group is prohibited.
- The student society must contact the Student Affairs Deanship to request authorization for a sale.
- Student societies are required to adhere to all Student Activities' policies regarding sales and fund raising. Funds raised must be deposited to and accounted for through the student society's account.

Academic and administrative departments

- Academic offices, units or programs may also have limited authority to conduct sales in conjunction with educational activities. Revenue and expenditures associated within academic departments and unit's educational courses, which involve, as part of the educational experience, the sponsorship of activities and the production and sale of a product on a limited basis shall be accounted for through the Office of Finance.

Solicitation

- Solicitation shall include any undertaking of an individual or group which attempts to promote the sale or use of a particular product or service. Specifically, this policy addresses the following:
- Soliciting on campus (door to door or office to office) is expressly prohibited.
- There shall be no soliciting of funds, prizes, or awards for scholarships, loans, grants, equipment, supplies, or other purposes unless it is approved by and in cooperation with the Office of the COO and/or others expressly authorized by the Chancellor.
- Solicitation in or on all campus facilities (buildings and grounds) by private individuals, faculty, staff, or non-resident students is prohibited.
- Personal solicitation through campus e-mail list is prohibited.

Procedures for Student Sponsored Solicitation

- Solicitations by a Student Society is permitted but must be conducted totally by a recognized student group. Co-sponsoring with a non-university group is prohibited.



- Student societies must contact the Student Affairs Deanships to request authorization for a solicitation event.
- Student societies are required to adhere to all Student Activities' policies regarding sales and fund raising.

Procedures for Alumni and Development

- The Office of Alumni must follow the solicitation policy governing any other administrative unit at the University.
- The University reserves the right to accept or reject any or all sponsorship activities.



9 | Public Disclosure and Integrity Policies



Conflict of Interest Policy

Policy Name	Conflict of Interest Policy		
Policy Owner	Chancellor	Reviewed	Annually
Approved By	Board of Trustees	Approval Date	

This Conflict of Interest Policy is designed to help colleges, faculty, staff and students of the University to identify situations that present potential conflicts of interest and to provide a procedure to appropriately manage conflicts in accordance with the rules and regulations of USTF.

Policy Statement:

It is in the best interest of USTF to be aware of and properly manage all conflicts of interest and appearances of a conflict of interest.

Policy Contents and Guidelines

For the purposes of this policy, the following circumstances shall be deemed to create a Conflict of Interest:

- A faculty, staff, or student including family member of any of the foregoing is a party to a contract, or involved in a transaction for goods or services.
- A faculty, staff, or student (or a family member of any of the foregoing) has a material financial interest in a transaction between USTF and an entity in which the faculty, staff, or student, or a family member of the foregoing, is a director, officer, agent, partner, associate, employee, trustee, personal representative, receiver, guardian, custodian or other legal representative.
- Other situations may create the appearance of a conflict, or present a duality of interests in connection with a person who has influence over the activities or finances of the University. All such circumstances should be disclosed to the concerned person(s) or staff, as appropriate, and a decision made as to what course of action USTF or individuals should take so that the best interests of the University are not compromised.
- Gifts, Gratuities and Entertainment. Accepting gifts, entertainment or other favors from individuals or entities can also result in a conflict or duality of interest when the party providing the gift/entertainment/favor does so under circumstances where it might be inferred that such action was intended to influence or possibly would influence the interested person in the performance of his or her duties. This does not preclude the acceptance of items of nominal or insignificant value or entertainment of nominal or insignificant value which are not related to any particular transaction or activity.

Procedures

- Prior to committee action on a Contract or Transaction involving a Conflict of Interest, a director or committee member having a Conflict of Interest and who is in attendance at the meeting shall disclose all facts material to the Conflict of Interest. Such disclosure shall be reflected in the minutes of the meeting. If committee members are aware that faculty or staff have a Conflict of Interest, relevant facts should be disclosed by the committee member or by the person him/herself if invited to the committee meeting as a guest for purposes of disclosure.



- A director or committee member who plans not to attend a meeting at which he or she has reason to believe that the committee will act on a matter in which the person has a Conflict of Interest shall disclose to the chair of the meeting all facts material to the Conflict of Interest. The chair shall report the disclosure at the meeting and the disclosure shall be reflected in the minutes of the meeting.
- A person who has a Conflict of Interest shall not participate in or be permitted to hear the committee's discussion of the matter except to disclose material facts and to respond to questions. Such person shall not attempt to exert his or her personal influence with respect to the matter, either at or outside the meeting.
- Opinion of a person who has a Conflict of Interest with respect to a Contract or Transaction that will be discussed at a meeting shall not be considered in determining the presence of a Conflict of Interest. Such person's ineligibility to give opinion shall be reflected in the minutes of the meeting.
- Persons who have a Conflict of Interest with respect to a Contract or Transaction that is not the subject of committee action, shall disclose to their supervisor, or the Chair, or the Chair's designee, any Conflict of Interest that such Person has with respect to a Contract or Transaction. Such disclosure shall be made as soon as the Conflict of Interest is known to the Interested Person.
- In the event it is not entirely clear that a Conflict of Interest exists, the individual with the potential conflict shall disclose the circumstances to his or her supervisor or the Chair or the Chair's designee, who shall determine whether full committee discussion is warranted or whether there exists a Conflict of Interest that is subject to this policy.

Confidentiality

- Each director, faculty, staff, and student shall exercise care not to disclose confidential information acquired in connection with disclosures of conflicts of interest or potential conflicts, which might adverse the interests of USTF. Furthermore, faculty, staff, and students shall not disclose or use information relating to the business of USTF for their personal profit or advantage or the personal profit or advantage of their Family Member(s).

Review of policy

- Each director, faculty, staff and student shall be provided with and asked to review a copy of this Policy and to acknowledge in writing that he or she has done so.
- Annually each director, faculty, staff and student shall complete a disclosure form identifying any relationships, positions or circumstances in which he or she is involved that he or she believes could contribute to a Conflict of Interest. Such relationships, positions or circumstances might include service as a director of or consultant to another organization, or ownership of a business that might provide goods or services to USTF. Any such information regarding the business interests shall be treated as confidential and shall generally be made available only to the Chair and any committee appointed to address Conflicts of Interest, except to the extent additional disclosure is necessary in connection with the implementation of this Policy.



- This policy shall be reviewed periodically. Any changes to the policy shall be communicated to all faculty, staff and students.

Basic Conflict of Interest Disclosure Form

Date:

Name:

Position (faculty/staff/student):

Please describe below any relationships, transactions, positions you hold (volunteer or otherwise), or circumstances that you believe could contribute to a conflict of interest between USTF and your personal interests, financial or otherwise:

_____ I have no conflict of interest to report

_____ I have the following conflict of interest to report (please specify):

1. _____

2. _____

3. _____

I hereby certify that the information set forth above is true and complete to the best of my knowledge. I have reviewed, and agree to abide by, the Policy of Conflict of Interest of USTF.

Signature: _____

Date: _____



Intellectual Property Policy

Policy Name	Intellectual Property Policy		
Policy Owner	Legal Advisor	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

This policy provides guidance for faculty (academic and general) and students (undergraduate and graduate) on the practices of USTF with respect to Intellectual Property. Matters considered include the nature of Intellectual Property, its ownership, exploitation and the specific procedures adopted within the University.

The goal of USTF's research is to inform and improve its teaching and produce outcomes of benefit to the UAE and the world. Intellectual property generated by USTF researchers should be used to maximize the flow of benefits to society, particularly the UAE, and to enhance the reputation of the University and encourage and assist faculty in their careers.

The University is committed to providing an environment where scholarship and innovation can flourish and those participating can be justly rewarded for their efforts. At the same time, recognizing that certain Intellectual Property is developed as a result of the environment provided by the University and that special relationships exist between the University and its faculty and students, the University wishes, where appropriate, to gain benefit from the activity, with the benefits flowing on to future generations of faculty and students.

In developing the present policy, which draws on past practice, the University has been guided by Intellectual Property policies elsewhere and by statements provided by stakeholders, including the World Intellectual Property Organization.

The University reserves the right to modify or add to this policy at any time, provided that such change will only apply to works, inventions and other subject-matter in which Intellectual Property Rights subsist that come into being after the effective date of the change.

Interpretation

In this policy:

- **Course Materials** means 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 University Resources** means resources of the University which, for the avoidance of doubt, include facilities, funds, services, equipment, paid leave, faculty time and support faculty in excess of those normally used or available to faculty for producing Course Materials.
- **Intellectual Property** means all statutory and other proprietary rights (including rights to require information be kept confidential) in respect of inventions, copyright, trademarks, designs, patents, plant breeder's rights, circuit layouts, procedures, trade secrets and all other rights as defined by the UAE laws.
- **Specifically, Commissioned** means where particular consideration (which includes, but is not limited to, financial consideration or relief from teaching or other duties) is provided or offered by the University by agreement.



Intellectual Property Ownership

Ownership by the University of Intellectual Property

- Except as otherwise agreed in writing by an authorized officer of the University, or stated in this Policy, the University asserts legal and beneficial ownership of Intellectual Property:
 - Created by academic or general faculty in the course of their employment by the University.
 - Created by students of the University where:
 - Generation of the Intellectual Property has required use of University resources.
 - Generation of the Intellectual Property has resulted from the use of pre-existing Intellectual Property owned by the University.
 - The Intellectual Property belongs to a set of Intellectual Property generated by a team of which the student is a member.
 - The Intellectual Property has been generated as a result of funding provided by or obtained from the University.
 - Created by Visitors, Adjunct or Conjoint appointees where:
 - Generation of the Intellectual Property has required use of University resources.
 - Generation of the Intellectual Property has resulted from the use of pre-existing Intellectual Property owned by the University.
 - The Intellectual Property belongs to a set of Intellectual Property generated by a team of which this person is a member and other members are University employees.
 - The Intellectual Property has been generated as a result of funding provided by or obtained from the University.
 - In the absence of any written agreement to the contrary, 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.

Ownership of Course Materials and scholarly works not specifically commissioned or created with use of Exceptional University Resources

- The University does not assert its right to ownership of any Intellectual Property in scholarly books, articles, Course Materials, or other scholarly works or subject matter generated (whether in written or any other form) by faculty or students, other than:
 - Where Specifically Commissioned by the University.
 - Where produced with the assistance of Exceptional University Resources.
- The faculty member grants to the University a non-exclusive right to use such Course Materials, works or subject matter generated by that faculty member for the University's teaching purposes should the faculty member leave the University.

Ownership of Course Materials Specifically Commissioned

- The University asserts legal and beneficial ownership of all Course Materials, which are Specifically Commissioned. The University may, at its discretion, give the creator(s) of Specifically Commissioned Course Materials a non-exclusive license to use the Course Materials for teaching purposes only provided that such a license will not extend to use of the Course Materials for a course in direct competition with a course of the University.
- Where the University does not commercialize commissioned Course Materials the creator may request assignment of the rights to the creator for commercialization by that individual (or team) subject to agreement including a non-exclusive license to the University for educational purposes.



Ownership of Course Materials created with the use of Exceptional University Resources

- Where Course Materials are or may be created in whole or in part with the use of Exceptional University Resources, a written agreement should be developed between the faculty member and the University as soon as practicable. The agreement should specify ownership of the Intellectual Property in the Course Materials and rights to revenue in the event of any commercialization of the Course Materials and any Intellectual Property generated from the production of the Course Materials.
- In the absence of a written agreement, the University will own the Course Materials, but the faculty member(s) who provided content for the Course Materials will be entitled to compensation in case of commercialization.

Ownership of creative works

- The University does not assert any right or claim to ownership of the Intellectual Property in artistic or other creative works created or composed by its faculty or students, except where these works have been Specifically Commissioned by the University, or are created in whole or in part with the use of Exceptional University Resources.

Assignments of Intellectual Property

- The University and faculty members will execute, in a timely manner, all assignments of Intellectual Property necessary to give effect to the ownership provisions set out above and to allow for the use and commercialization of the Intellectual Property by the University in accordance with this Policy.

Effect of this Policy on existing arrangements

- Despite any contrary provision in this Policy, all contracts and arrangements existing at the time of the adoption of this Policy between the University and governments, corporations or other external organizations, which relate to Intellectual Property and in which the University has an interest; will remain in full force and effect, including those where the ownership of developed Intellectual Property is vested in a third party.

Assignment of ownership by the University

- The University reserves its right to transfer the ownership of its Intellectual Property to third parties in accordance with this Policy, or otherwise, where practicable, following consultations with the creator(s) of the Intellectual Property.

Dealings by faculty members or students

- Except where expressly permitted under this Policy, no faculty member or student may apply for his/her own name, assign, license or otherwise deal with Intellectual Property, which is the property of the University without the written consent of the University.

Students

Conditions applicable to students

Where students are involved in activities that could lead to the development of Intellectual Property over which the University or a third party may claim ownership, the following conditions will apply:

- Participation in the research should not interfere with the assessment of the student's academic performance.
- The student's rights in Intellectual Property in any thesis or publications arising from the research should be protected.
- The student should receive considerations and returns commensurate with those provided for faculty, including a say as to the integrity of the Intellectual Property.



- The student's future career choices should not be closed by the choice to work in a confidential area of research.
- It should be made clear to students what the nature of the work is before they undertake the activity that leads to the claimable Intellectual Property.
- Any confidentiality and ownership of Intellectual Property agreement should only be signed by students after they have been first advised to obtain independent advice.
- Any delays in publication of the thesis that arise from a confidentiality agreement should be limited to a maximum of two years.

Student research at other Institutions

- Where students of the University may be involved in research at institutions, which are affiliated, with the University or at institutions other than the University, agreement should be reached with that institution regarding the rights of the student to Intellectual Property with a view to ensuring that the student's rights under this Policy are maintained as far as practicable.

Supervisors

- Where reasonably practicable, supervisors electing to supervise a student in an area likely to lead to claimable Intellectual Property should ensure a confidentiality and Intellectual Property assignment agreement is completed with the student before the work is commenced.

Exploitation of Intellectual Property Owned by The University

Completion of a Notification Form

- Where a faculty member or student develops Intellectual Property over which the University claims ownership (excluding Intellectual Property referred to in Section 3.2 and 3.5), the faculty member or student must complete and return a confidential notification form (Notification of Intellectual Property Development) to be provided by the office of the Vice Chancellor for Academic Affairs.

Importance of non-disclosure for Intellectual Property Protection

- In order for the University to comply with laws of Intellectual Property, faculty members and students should be conscious of the need to avoid premature disclosure of research results to third parties, prior to completing a notification and consideration of the need to obtain Intellectual Property protection that specifies the rights that will accrue to the faculty member or student and the University.

Sharing in the benefits of Commercialization

- The faculty member or student whose creative work is commercialized will be compensated on a pre- agreed amount and will waive his rights to the creative work to the University.
- Student creators of Intellectual Property will be treated equivalently to faculty members in determining their share of benefits flowing from the commercialization of Intellectual Property.

Commercialization with a Third Party

- The University will consult with the creator of the Intellectual Property before determining the appropriate commercialization pathway to be taken. This may include the filing of patent applications, the identification of possible licensees or the formation of a limited liability company to exploit the Intellectual Property.

Moral Rights

- The University recognizes the moral rights of the originators of Intellectual Property in accordance with the UAE 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.

- The University will use its best endeavors to assist authors in asserting their moral rights in cases where clear breaches of accepted academic conventions occur.

Resolution of Disagreement over IP Ownership

- In the event of a disagreement, the Research Ethics Committee will be the arbiter as to whether the University has a legitimate claim to Intellectual Property developed by faculty or students. Where a member of faculty or a student believes that he/she may have grounds to contest the University's claims to ownership of any Intellectual Property, they should bring the dispute to the attention of the Research Ethics Committee at the time that the development of the Intellectual Property is notified or as soon as practicable. Should he/she disagree with the decision of the Research Ethics Committee, they may ask USTF Vice Chancellor for Academic Affairs to refer the matter to an independent expert, who will be agreed upon by all the parties. The decision of this independent expert will be conducted according to all principles of procedural fairness, and shall be regarded as final and binding on all parties. The process of determining the ownership of Intellectual Property should be completed expeditiously and, except in unusual circumstances, within one month.
- All matters associated with the resolution of Intellectual Property disputes under this Section will be held confidential.

Copyright Material

- Faculty members and students of the University are required to follow the guidelines set out below when doing any of the following with copyrighted material:
 - Photocopying
 - Copying of computer programs
 - Copying of sound recordings, films and broadcasts; and public performance of literary, dramatic or musical works, and playing sound recordings or films and videos in public.

Photocopying

- Photocopying of copyright books, periodicals, journals, newspapers, artistic works, plays, scripts, graphs, directories and other literary, dramatic, music and artistic work is prohibited under the Copyright Law in UAE, except where:
 - Copyright has run out.
 - Copyright owner has given permission or license.
 - A copy is made for purpose of research or study, but only of a 'reasonable portion' usually not more than 10%.
 - Unpublished Dissertation/Thesis held in a library - required for research and study.

Copying of Computer Programs

- The reproduction of computer programs is prohibited by the Copyright Law in UAE, except where:
 - Copyright owner has given permission or a license to copy.
 - Backup copy is made - but only for use as a backup - except where there is a notice on the program prohibiting making a backup copy and only by the person who purchased the original and within the terms of the license.
 - It is also illegal to adapt a computer program.

Copying of Sound Recordings

- Copying of films and videos, records, compact discs or tape recordings is prohibited by the Copyright Law, except where:



- Copyright has run out.
- Copyright owner has given permission or license to record.
- Recording a sound, film or video for the purposes of research and study, but only if 'fair dealing' rules are observed relating to only a 'reasonable portion' unless the record, disc, tape, film or video is unavailable for purchase at an ordinary commercial price.

Copying of Radio and Television Broadcasts

- The copying of radio and television broadcasts is only permitted for the 'private and domestic use of the person by whom it is made'.

Performing Works or Playing Sound Recordings or Showing Films in Public

- The acting out, recitation or performance of a literary, dramatic or musical work or causing a sound recording to be heard or a film to be shown in public is prohibited by the Copyright Law in UAE, except where:
 - All the copyrights have expired.
 - The copyright owner has licensed or permitted the work to be performed or the recording or film to be played or heard.
 - The performance or playing is used for educational instruction.



Teach-out Policy

Policy Name	Teach-out Policy		
Policy Owner	Council for Academic Affairs	Reviewed	Annually
Approved By	Board of Trustees	Approval Date	

Policy Statement

This policy addresses the University's responsibility to make necessary arrangements for students to complete their academic programs in cases where institutions are closed or programs discontinued.

Policy Purpose

The Commission for Academic Accreditation (CAA) in the Ministry of Education (MoE) in the United Arab Emirates (UAE) requires a teach-out plan from a Higher Education institution in the event of any of the following:

- The CAA notifies USTF withdrawal, termination or suspend the accreditation or licensure status of the University; or
- An authorized government authority notifies USTF that the license or legal authorization to provide an educational program has been or will be revoked; or
- USTF notifies the Commission of Academic Accreditation (CAA) of the MoE in the UAE that the University intends to cease operations; or
- USTF notifies the CAA that the University intends to close one or more locations that provide 100% of at least one-degree program; or
- USTF notifies the CAA that the University will cease instruction in one or more degree programs before all students have a reasonable opportunity to graduate.

Should any of the above occur, USTF should immediately contact CAA staff regarding the development of a teach-out plan. A teach-out plan is a written plan that provides for the equitable treatment of students if an institution of higher education ceases to operate or ceases instruction at one or more locations that provide 100% of at least one-degree program or in one or more degree programs before all students have completed their program of study.

The teach-out plan will be approved if it:

- is consistent with applicable CAA standards;
- provides that USTF will maintain the necessary experience, resources and support services to provide an educational program that is of acceptable quality and reasonably similar in content, structure and scheduling to that promised to the students upon enrollment;
- demonstrates USTF stability and the ability to carry out its mission and meet all obligations to existing students; and
- offers the program to students without additional charge over what had been previously in place, when USTF conducts the teach-out without involving another entity, or if another entity is involved, provides notification to students of any additional charges.

In most cases a teach-out plan will include a teach-out agreement. For these purposes, a teach-out agreement is defined as "a written agreement between institutions that are accredited or pre-accredited by the other recognized accredited University that provides for the equitable treatment of students if one of those institutions stops offering an educational program before all students enrolled in that program complete the program."

An agreement will be approved if it:

- is consistent with applicable CAA standards;



- provides for the equitable treatment of students by ensuring that the teach-out is offered by an institution that has the necessary experience, resources, and support services to:
provide, insofar as possible without additional charge to the students, an educational program that is of acceptable quality and reasonably similar in content, structure, and scheduling to that provided by the institution ceasing operation entirely or of one of its programs or at one of its locations;
remain stable, carry out its mission, and meet all its obligations to students; and
provide students access to program(s) and services without requiring them to move or travel great distances;
 - requires the teach-out institution to provide notification to students of any additional charges.
- If the CAA approves a teach-out plan that includes a program that is accredited by another recognized accrediting University, it will notify that agency of the plan's approval. If a candidate or accredited institution closes without a teach-out plan or agreement, the CAA will work under supervision of the MoE, to the extent feasible, to assist students in finding reasonable opportunities to complete their education without additional charges over what they would have paid at the closed institution.



Publications Policy

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

Policy Statement

To ensure all published information regarding USTF is consistent and accurate across all communication channels, it is University policy that official publications of the University may not be printed, presented or distributed without approval by the Chancellor.

Submitting Publications for Approval

The Office of University Chancellor requires content owner approval before any information is disseminated. Prior to submitting official University publications for approval by USTF Chancellor, all employees are responsible for obtaining written approval from appropriate content owners and forwarding this approval to the Chancellor. To ensure previously approved materials remain relevant, a new approval will need to be obtained any time a material is updated or reprinted. Content owners are USTF Offices responsible for maintaining the integrity of the information being utilized.

For example:

- **Office of Finance** - reviews and approves financial aid information
- **Financial Manager** - reviews and approves tuition and fees
- **Dean of Admission and Registration** - reviews and approves current academic information
- **Council for Academic Affairs** - review and approves admission criteria

Procedures

Once the Office of University Chancellor has approved usage, the printed material is submitted to the Office of Procurement. The Office of Finance will not issue Payment orders for materials not approved by the University Chancellor. Departments and offices that fail to follow this procedure will be personally responsible for vendor payment and may need to reprint material that does not meet approval standards.



Institutional Relations Policy

Policy Name	Institutional Relations Policy		
Policy Owner	Chancellor	Reviewed	Annually
Approved By	Board of Trustees	Approval Date	

Policy Statement

The University shall ensure that all affiliated organizations are operated in a manner that is consistent with the status of each affiliate. Any policies or practices adopted by the University shall extend to the University's affiliated organizations to the extent necessary to ensure that the affiliated organizations' activities are consistent with those of the University.

Purpose of Policy

The objective of this policy is to ensure that the activities of the University's affiliated organization are consistent with those of the University. For the purpose of this Policy, the affiliated organization is an organization (whether or not a separate legal entity under the UAE law) over which the University has legal or other authority to exercise supervision or control.

Policy Content and Guidelines

The objectives of USTF Strategic Plan for Community Engagement and Institutional Relations are outlined as follows:

- Establish cooperation agreements with regional and international universities, institutions and organizations.
- Develop strong ties with public and private institutions in the Emirate of Fujairah, East Coast Region and UAE.
- Develop and implement strategies for increased collaboration with industry in academic and continuing education programs, as well as co-curriculum activities.
- Expand the scope of Continuing Education Center (CEC) in providing training to the private and public sectors.
- Strengthen involvement in external communities through active participation and contribution to public events.
- Develop effective mechanisms to capture and implement feedback from the external communities.
- Promote awareness of and support for active faculty and student involvement in voluntary community service.
- Encourage and support faculty to acquire research funds from the national, regional and international institutions.
- Approach leading private and public entities to explore cooperation opportunities with USTF colleges, faculty, staff and students.

Future Perspectives



- University of Science and Technology of Fujairah (USTF) has already signed around 14 memoranda of understanding (MOUs), and hosted a number of events aiming to enhance the positioning of the University on the local, regional and international levels.
- USTF is planning to establish relationships with regional and international universities and institutions for promoting research activities and encouraging faculty and students exchange programs.



10 | Research and Scholarly Activities Policies



Research Strategy

Policy Name	Research Strategy		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

University of Science and Technology of Fujairah (USTF) places strong emphasis on research and scholarly activities of faculty, staff and students. In fact, research is one of the main criteria for recruitment and promotion of faculty members. Goal 2 of USTF Strategic Plan 2018-2023 reflects the importance of research to USTF community. As a new proactive University, USTF aligns its research efforts with the UAE Vision 2021 in addressing global problems of national impacts. USTF has established the Office of Sustainability as a component of its organization structure in order to face global challenges such as increasing population and depletion of natural resources.

Commitment to USTF Research Goal

The following are some of the actions taken by the University towards realizing research goals and objectives of USTF Strategic Plan 2018-2023:

- **Participating in National Research Activities:** In cooperation with the UAE Telecommunication Regulatory Authority (TRA), the University organized the UAE Data for Happiness Hackathon Competition - Fujairah Brand in February 2018, and a research team from the University won the First Place in the competition on the UAE level.
- **Providing Internal Research Funds:** The University funded nine research projects in the academic year 2017-2018. The principal investigators (PIs) of research teams have already submitted progress reports on their research projects and are scheduled to submit the final reports of their research projects in September 2018.
- **Encouraging Faculty Publications:** The University supports participation in conferences on national, regional and international levels and pay travel allowances, tickets and conference participation fees. USTF also encourages scientific publication in journals and magazines with high impact factors.
- **Establishing USTF Council for Graduate Studies and Research (CGSR):** The University has established the CGSR at the beginning of the academic year 2017-2018 to handle processing and follow-up research projects submitted for internal funding. The council also organizes the annual students' research conference, training seminars and workshops.

Research Initiatives for the Next Academic Year

The University research initiatives for the academic year 2018-2019 are in line with the UAE Vision 2021 and focuses on sustainability, artificial intelligence, smart cities and automation. USTF encourages faculty and students to concentrate on these themes in their research efforts and graduation projects.

1. Sustainability

- The colleges of Pharmacy and Health Sciences and Dentistry, along with other researchers in engineering, environment, IT and social sciences, can cooperate in joint research projects addressing sustainable human health and in the UAE and the Gulf region.
- The depleting conventional energy sources such as oil and natural gas and emerging renewable



energy sources such as solar energy has lead the UAE government to move from oil-based economy to knowledge-based economy and to host IRENA (International Renewable Energy Agency) in the Capital City Abu Dhabi. In harmony with these national efforts, the College of Engineering at USTF has started offering a new concentration in electrical engineering; power and renewable energy. Both areas lie in the core of sustainability of energy sources in the UAE and Gulf Region. USTF considers this theme of research one of its research priorities during the next academic year.

- In line with the UAE Innovation Strategy 2014 and the CAA in UAE requirement, USTF is teaching innovation and entrepreneurship as a University requirement course to all students who have successfully completed 60 credit hours. The method of teaching the course is unconventional and trains students on materializing their innovative ideas into real-world projects. USTF believes that research in innovation supports sustainability and promotes the culture of creative thinking among individuals of USTF community.

2. Artificial Intelligence, Smart Cities and Automation

- Objective 6.3 of Goal 6 of USTF Strategic Plan 2018-2023 can be realized by reducing energy and water consumption, installing the latest communication and information technologies in University buildings and use of computerized maintenance management system. These three action are examples of research themes in the artificial intelligence.
- Application of artificial intelligence approach in conjunction with the use of alternative energy sources can lead to reduction in the on-campus energy and water use. Automatic shutdown of lights in vacant lecture halls, lab or any other university facility can reduce energy consumption. On the other hand, the use of treated wastewater for landscaping can ease pressure on more expensive more expensive water sources. Results of research in energy and water resources are not only beneficial for resources management at USTF but can set examples of best practices on national and regional levels.
- Providing USTF facilities with the latest communication and information technologies will require high initial capital investment, but will certainly reduce costs on the long term. Installing videoconference facilities facilitates meeting with other institution and reduce time, efforts and travel expenses. Smart room, labs and clinics increase teaching and learning efficiency and reduce cost. Research and feasibility studies can lead to improvement of university facilities and infrastructure.
- Integration of smart devices in facilities, homes, institutions and services improve the quality of life and provide sustainable, smart solution to the challenges facing human. The holistic, innovative and smart approaches in management of USTF facilities, including placing of work orders, for moving, spraying and cleaning can be facilitated through application of artificial intelligence techniques. Automation of reporting and usage of a computerized maintenance management system improves efficiency of USTF campus services.

The USTF new research strategy clearly defined the research targets, timelines, and key performance indicators for the coming five years (2018-2023). One of the goals of DGSR is annual assessment of the effectiveness of its initiatives and support to achieve the objectives of the research strategy. The Office of Institutional Planning and Effectiveness (OIPE) shall also carry out its annual assessment of the effectiveness of University's research strategy.



Graduate Studies and Research Policies and Procedures

Policy Name	Graduate Studies and Research Policies and Procedures		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Vision

The Deanship of Graduate Studies and Research will achieve worldwide recognition of excellence for University of Science and Technology of Fujairah (USTF) graduate programs, research, and scholarly work by providing strategic leadership and comprehensive support to faculty, graduate students, and the external community.

Mission

The Deanship of Graduate Studies and Research is committed to promoting excellence in graduate studies and research through its well-defined policies, efficient procedures and funding mechanisms as well as support for developing effective partnerships and collaborations with academic and non-academic institutions locally, regionally, and internationally.

Goals

- Promote excellence in graduate studies, research and scholarly work.
- Ensure consistency and compliance of all graduate programs with relevant policies.
- Foster a vibrant and stimulating research ecosystem at USTF.
- Increase the number of faculty members publishing in peer-reviewed high-quality journals.
- In collaboration with colleges and departments, define research targets and extend support to achieve these targets.
- Enhance the quality and relevance of existing graduate programs on continuous basis.
- Encourage initiation of new graduate programs reflecting global trends and catering to local and regional market needs.
- Develop and implement an effective internal funding mechanism to provide research grants to faculty in all colleges.
- Provide opportunities to faculty and graduate students to obtain external research grants and nurture partnerships with organizations and businesses.
- Assist colleges in recruiting outstanding graduate students through graduate scholarships and awards from internal as well as external sources.
- Encourage multidisciplinary research among various colleges and departments.
- Enhance the research culture in USTF by organizing annual Research Day and other activities including research awards for outstanding faculty and students.
- Assist colleges in organizing national and international scientific conferences.



- Assist and oversee the operation of College Research Committees in all colleges to promote and encourage multi-disciplinary research activities between colleges.
- Promote the culture of research at undergraduate level.
- Cooperate with colleges in developing joint graduate programs with international academic institutions.
- Develop, periodically assess, and modify policies and procedures to continuously enhance the quality of research and graduate programs at USTF in order to meet international quality standards and achieve excellence.

Council for Graduate Studies and Research (CGSR)

Purpose of CGSR

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

Role of Council Members

The Council members will contribute to achieving the vision, mission, and goals of the Deanship of Graduate Studies and Research. They will play a leading role in promoting graduate studies and research in their respective colleges.

College Research Committee (CRC)

A College Research Committee (CRC) shall be formed in each college. Each college Dean is responsible of the composition of the CRC of her/his college. It shall have at least one member from each department in the college. The purpose of CRC is to take all necessary actions to promote research in the college including internally- and externally-funded research. These actions include development and implementation of procedures for internally-funded research projects, mechanisms for projects evaluation and payment of compensation to researchers for externally-funded projects, establishing and maintaining contacts with external funding sources, spreading awareness among all faculty members about research funding opportunities, providing administrative support to faculty members for obtaining external funds, and continual follow-up of research projects. The CRC shall encourage and support all research activities in the College.

The CRCs shall be responsible for implementing the policies and procedures of the DGSR and CGSR in their respective colleges, evaluation of submitted research proposals, making recommendations to the CGSR to fund the selected research projects, and reviewing the progress and final reports of funded projects. The CRC, under the guidance of the College Dean, shall develop strategic research plan and policy for the college including the research objectives and KPIs. The CRC of each college is responsible for developing clearly formulated and measurable research criteria against which faculty members will be assessed.



Research Ethics Committee (REC)

A Research Ethics Committee (REC) shall be formed under the DGSR to ensure that research work involving human or animal objects follows specified University guidelines. The REC will develop and apply policies and guidelines in accordance with all applicable national and international standards. These policies and guidelines shall be approved by the Dean of Graduate Studies and Research and the VCAA. The Dean of Graduate Studies and Research shall appoint the Head of REC with the approval of the VCAA.

All research work conducted at USTF that requires ethical approval of the research project must obtain a Certificate of Ethical Clearance (CEC) from the REC before initiating the project. This requirement is applicable to both funded and non-funded projects.

Research Conferences Committee (RCC)

The main task of RCC is to make recommendations concerning participation of faculty members in academic conferences for the purpose of presenting a research paper. The role and functioning of the RCC shall be in accordance with the “Policy on Research Conferences”.

Research Policies and Procedures

Policies

- USTF considers research among the most important responsibilities of its faculty members. It encourages, facilitates, and supports research activities in all disciplines.
- All USTF faculty members are expected and encouraged to conduct research and engage in scholarship as well as publish and share their findings.
- Faculty members can conduct academic or practice-oriented research in their area(s) of specialization and participate in multi-disciplinary research. They can also conduct pedagogic research.
- Each faculty member is expected to publish at least one peer-reviewed research paper per academic year in a journal of high impact factor or high-quality category (such as A*, A, B, and C) or proceedings of prestigious research conferences. Such classification will be made by the CRC of each college and approved by the DGSR.
- The research performance of faculty will be a key factor in their annual evaluation as well as for their promotion to a higher rank.
- College Deans, in coordination with the DGSR, are responsible for developing and implementing a concrete research plan and a strategy aligned with USTF strategic plan. In coordination with the CRCs, they shall define research objectives for their college and KPIs for measuring the achievement of these objectives.
- Each college shall specify and get approved its research budget. Once the research budget has been officially approved for each college, it shall be transferred to the account of DGSR. The DGSR shall provide the funding for all approved research projects, based on the recommendations of the CRC and the Council for Graduate Studies and Research (CGSR), and approval of the Dean of GSR and VCAA (as



applicable). The funding for approved research projects for each college shall be provided from the allocated research budget for each college. The DGSR may also utilize its own budget to promote research at USTF.

- The DGSR shall provide grants for research projects on college-wide competitive basis in accordance with its policies for internal research funding.
- USTF shall support and facilitate Collaborative Research conducted in cooperation with public and private institutions and industry.
- The University, through the DGSR, shall provide assistance to faculty members for obtaining research grants from external sources.
- The DGSR shall develop and implement a Distinguished Visiting Researcher (DVR) program which aims at inviting eminent scholars to give lectures at USTF, and to interact with faculty and students on research projects.
- Researchers shall follow the highest ethical standards in all aspects of their research work. They shall also abide by the applicable confidential requirements.
- Researchers shall abide by the University policies on Intellectual Property Rights.
- In some special cases, the teaching load of an outstanding researcher may be reduced with the approval of the College Dean and the Vice-Chancellor for Academic Affairs (VCAA).
- The College Deans shall submit an annual report on research accomplishments to the DGSR and the Office of Institutional Planning and Effectiveness (OIPE). They shall also submit to DGSR a plan regarding proposed research projects for the next academic year.
- A Research Ethics Committee (REC) shall be formed under the DGSR to ensure that research work involving human or animal objects follows specified national and international standards and guidelines.
- Outstanding researchers will be recognized and rewarded by the University.
- USTF will not tolerate research misconduct including fabrication, falsification or plagiarism in carrying out research or publishing its results.

Procedures

- The DGSR, in collaboration with College Research Committees, will take all necessary actions to promote research at USTF including internally- and externally-funded research. These actions include development and implementation of procedures for internally funded research projects, mechanisms for projects evaluation and payment of compensation to researchers for externally-funded projects, establishing and maintaining contacts with external funding sources, spreading awareness among all faculty members about research funding opportunities, providing administrative support to faculty members for obtaining external funds, and continual follow-up of research projects, etc.
- The DGSR shall form a Research Ethics Committee (REC), at the University level, with well-defined role and objectives.



- The DGSR shall develop a systematic procedure for rewarding outstanding researchers at USTF on a yearly basis.
- Each College Dean, in consultation with the College Research Committee (CRC), will submit research projects planned for the following academic year and accordingly propose the required research budget.
- The DGSR will hold workshops/seminars to spread awareness about research policies and procedures as well as funded research opportunities.
- All support departments including the Office of Human Resources and Office of Finance shall be made aware of the new policies, especially those involving Research Assistants. They shall also be directed to provide full support for promoting research at the University.

Policies and Procedures for Internal Funding

Policies

- USTF will provide funds to support research projects in all colleges on a competitive basis.
- All faculty members are eligible to apply for internal research funds either on individual basis or by forming research groups and teams, including interdisciplinary teams. Priority for allocation of funds will be given to proposals with potential publications in journals of high impact factors or high-quality category (such as A*, A, B, and C) or proceedings of prestigious research conferences as recommended by CRCs and approved by the Deanship of Graduate Studies and Research. Preference will also be given to projects that are likely to receive external funds in the near future.
- Projects focusing on important research areas for the Emirate of Fujairah, UAE and the Arab region will also have high priority.
- The competition for the award of funds will be held at least once and at most twice per academic year by the DGSR.
- No financial compensation will be provided to faculty members from internal research funds. However, compensation can be provided to students and others working on the funded project as Research Assistants.
- The research funds may be utilized for the purchase of components, parts, software or other resources needed for successful completion of the project, as approved by the DGSR.
- USTF shall provide sufficient budget to the DGSR to cater to the needs of high-quality research projects in all colleges.
- The Dean of Graduate Studies and Research shall have the authority to approve funding for research projects with an upper limit of AED 50,000 per project. The funds will be granted only for projects recommended by the CRCs and the CGSR. The maximum duration for completion of such projects shall be 12 months.



- For research projects with funding requirement exceeding AED 50,000, the Dean of Graduate Studies and Research shall submit a request for funding approval to the VCAA provided that the project has been recommended by the CGSR.
- Funding for research projects with maximum funding requirement of AED 15,000 can be directly approved by the College Deans upon the recommendation of the CRCs. Such projects do not require the approval of the DGSR. The funding for such projects shall be provided by the DGSR upon the recommendation of the College Dean. This funding will be provided from the approved research budget of the college requesting the grant.
- The DGSR will monitor the progress of funded research projects through CRCs headed by the Members of CGSR in their respective colleges.

Procedures

- The DGSR, with input from all members of the CGSR, will develop and maintain a complete mechanism for competitive award of research funds on an annual basis or at most twice yearly.
- Once the mechanism has been established, the DGSR will announce the deadline and procedure for applying for internal research funds.
- The DGSR will follow the specified procedure for evaluation of all submitted proposals.
- The evaluations will be done college-wide by the CRCs.
- Final approvals will be communicated to the Principal Investigator, Head of the Department, and the College Dean by the DGSR.
- The maximum fund for a research project awarded by DGSR is limited to AED 50,000. For projects seeking higher funding amounts, approval of the Vice-Chancellor for Academic Affairs (VCAA) will be sought.
- The Principal Investigator will coordinate with the concerned CRC for utilization of approved funds in accordance with specified procedures.
- The Principal Investigator will be responsible for submitting progress report(s) as well as the final report to the DGSR. The Principal Investigator will also be responsible for closing all accounts related to the internally-funded research project at the completion of the project.
- For research projects with research budget of up to AED 15,000, project evaluation will be carried out by the College Research Committee and the award will be granted by the College Dean for purchase of components, parts, materials, etc. as well as payment to Research Assistants. The College Research Committee shall monitor the progress of all projects awarded by the College Dean.



Policies and Procedures for external Funding

Policies

- All faculty members are encouraged to seek external research funds. Such grants shall be recognized in the annual assessment of faculty members.
- USTF will facilitate the process of obtaining research funds from external agencies or other sources through the DGSR and other offices.
- The DGSR will establish and develop ties with various national, regional, and international funding agencies and organizations.
- The DGSR will inform faculty members about forthcoming research grant opportunities and their deadlines. It will also provide administrative support to interested faculty members to apply for the research grants in accordance with University rules and regulations as well as the requirements of the corresponding funding agency.
- For externally-funded projects, the researchers are eligible to include, if permitted by the funding agency, compensation for their time and effort. The compensation amount can then be included in the proposed budget submitted to the DGSR.
- The researcher(s) can get release time of 3 credit hours in their teaching load per semester, for one academic year, by paying the University, through an external research grant, an amount corresponding to the teaching load, as determined by the University.
- This amount shall be based on the ratio of required release time and the full-time teaching load per semester year for the concerned faculty member.
- USTF has the right to receive compensation to cover direct and indirect expenses related to the project. Such expenses include, but not limited to, the overhead cost for its human resources and facilities. As such, the University can add overhead charges up to maximum 20% of the project budget proposed by the Principal Investigator. This amount will be added in the proposed budget and the final budget will be then submitted to the funding agency.
- The DGSR will be responsible for signing the agreement in accordance with all relevant University policies including intellectual property rights.
- The DGSR shall maintain close links with all relevant centers in USTF in order to provide opportunities for faculty members to obtain externally funded research projects.

Procedures

- The DGSR will develop detailed criteria regarding externally funded projects. Such criteria will ensure that the individual faculty member or a research group seeking external funds has the necessary expertise and access to required facilities and resources to undertake the project and successfully complete it. It will also ensure that the project under consideration is consistent with the mission and goals of the University and has secured the approval of the Research Ethics Committee (REC), if so required.



- The DGSR will prepare appropriate documents and proposal approval forms and provide them to all College Research Committees along with procedures for proposal submission and its evaluation.
- Accepted proposals will be subsequently completed by the researcher or research group in all aspects taking into account the specific requirements of the funding agency and following the financial guidelines of the DGSR. The DGSR, after adding the overhead charges in the proposed budget and carrying out final internal review, will submit the proposal to funding agency prior to the specified deadline.
- The DGSR will initiate and contribute in negotiations between the Principal Investigator and the funding agency.
- Upon award of external funding for proposed project, the DGSR will inform the Principal Investigator, the Head of the Department, College Dean, and all concerned departments.
- A University Research Account (URA) shall be established for all externally-funded research projects. For each project, a separate sub-account will be opened. The subaccounts will be managed by the DGSR in cooperation with the Principal Investigator (PI) for each project.
- The DGSR will ensure that the project is started on time and funds are readily available to the Principal Investigator as and when required in accordance with the pre-defined timeline.
- The DGSR, through the relevant CRC, will monitor the progress of the project comparing it with the specified targets defined in the project proposal.
- At the completion of the project, the Principal Investigator will submit the final report to the DGSR that shall be forwarded to the funding agency.

Policies and Procedures for Research Assistants

Policies

- To facilitate and promote research at University of Science and Technology of Fujairah, researchers and research teams are eligible to hire part-time Research Assistants (RAs) through their internally- and externally-funded research projects.
- The Research Assistants (RAs) could be graduate students, recent graduates, or highly talented senior undergraduate students.
- Senior undergraduate students can also be hired as RAs for research projects directly awarded by the College Dean (for research budget up to AED 15,000), especially in departments that do not offer any graduate program.

Procedures

- The PI and his/her research team are authorized to announce the position, short-list the candidates, and select the RA as per the requirements of the research project and the nature of tasks to be accomplished by the RA.



- The payment to RAs could vary from AED 25 to 40 per hour depending upon their qualifications and experience.
- If the RA is from USTF, the maximum number of allowed working hours is 15 hours/week, after getting the approval of the concerned HOD and Dean.
- The minimum CGPA required for RA position is 3.0 out of 4.0 for recent graduates and undergraduate senior students.
- Undergraduate RAs shall be full-time students either in their final year of studies or they have completed all course work and are engaged in their mandatory internship.
- The appointment of RAs is generally for Fall and Spring semesters. However, they may also be appointed to work during the summer semester upon approval from the DGSR.
- The selected RA shall fill the Research Assistant Hiring Form and the PI shall submit this form to the Head of the CRC.
- The PI will be informed by the Head of CRC after the approval for the specified TA has been obtained from University of Science and Technology of Fujairah Office of Human Resources.
- The payments to RAs will be made after written approval of the PI and in accordance with the University regulations.
- In case of non-satisfactory performance, the RA will be given a written notice by the PI. If there is no noticeable improvement in the performance, the PI can request the DGSR through the Head of the concerned CRC for termination of the appointment. The RA will be informed accordingly by the DGSR.
- The RA shall abide by all rules and regulations of USTF, including those related to research work, intellectual property, and patents.



Deanship of Graduate Studies and Research (DGSR) Application for Internal Research Grant

Guidelines

- Completely fill the below application form and submit it, by the specified deadline, to the Head of your College Research Committee (CRC).
- The duration of the research project should not exceed 12 months.
- The research grant approved by the DGSR is limited to AED 50,000 per project. For higher amounts, the approval of Vice-Chancellor for Academic Affairs (VCAA) shall also be required.
- Research Assistants (RAs) could be graduate students in USTF or other academic/research institutions within or outside UAE, recent graduates, or highly talented senior students. Estimated amount for per hour payment to RAs could vary from AED 25 to 40 depending upon their qualifications and experience. If the RA is from USTF, the maximum number of allowed hours/week is 15, after getting the approval of the concerned HOD and Dean. If the RA is from outside UAE, special permission is required from the VCAA.
- Evaluation criteria will consider, among other factors, the quality of research proposal, required budget, and expected number of publications in journals of high impact factor or high-quality category (such as A*, A, B and C) or proceedings of prestigious conferences as classified by the CRC in each College and approved by the DGSR.
- Teamwork, inter-disciplinary teams, and teams including members from industry, academic institutions, etc. are encouraged.
- Internal research funding is quite competitive and research funds will be awarded for each college based on uniform evaluation criteria.
- For research proposals requiring clearance from the Research Ethics Committee (REC), kindly attach the approval letter from REC.



Application Form

College:

Research Duration (months):

Research Title:

Proposal ID Number:

(to be assigned by the DGSR)

Research Type: Basic Research Applied Research Pedagogic Research

Research Team Members:

Researcher	Academic Rank or Designation	Affiliation	Specialization
Principal Investigator (PI)			
Co-Investigator #1			
Co-Investigator #2			
Co-Investigator #3			

Proposal Abstract and Objectives (maximum 350 words):

Expected Research Outcomes (maximum 300 words):

Research Methodology (maximum 500 words)

Research Contribution and Usefulness (maximum 300 words) [Main contribution in the field of research]

How does the research project fit within USTF 2018-2023 Strategic Plan (maximum 300 words)

Track Record of Research Team (maximum 500 words)

[Provide a track record of the researchers involved with regards to the proposed research area. Include some recent references of PI and his/her team related to the proposal research field.]

Work Plan with Timeline

[Define main tasks of the research project and completion time needed for each task. The entries shown below are for illustrative purpose only.]

No.	Tasks	Months												
		1	2	3	4	5	6	7	8	9	10	11	12	
1	Problem Formulation													
2	Analysis													
3	Simulation													
4	Report Writing													

Justification for Funding (maximum 500 words)

[What is the rationale for funding including need for RA (if required)?]

Requested Funds

[Please detail the funding requirements for the above proposal, adding additional rows/categories as required. The entries shown below are for illustrative purpose only.]

Items	Amount (AED)
Equipment/Hardware	
Software/Simulators	
Consumable Materials/Components	
Travel for Field Testing or Data Collection	
Research Assistant (specify no. of hours/week and no. of weeks)	
TOTAL	



Deliverables and Targets

The Project Progress Report must be submitted after completion of half the project duration. Within one month of the completion of the project duration, a final report shall be submitted to the DGSR through CRC Head.

Expected number of publications in journals of high impact factor or high-quality category =

Expected number of publications in proceedings of highly prestigious conferences =

Ethical Issues

Does the project involve samples of animals or humans or it is concerned with other ethical issues that would require special approvals? Yes No

If the answer is Yes, please attach the approval letter from Research Ethics Committee (REC).

Pledge by Principal Investigator (PI)

If the above proposal is accepted by the Deanship of Graduate Studies and Research and research funds are granted, I affirm that I will settle all accounts related to this research proposal.

Name of PI

Signature

Date



Deanship of Graduate Studies and Research (DGSR) Part-time Research Assistant Hiring Form

Guidelines:

- After obtaining the approval of the DGSR for hiring a part-time Research Assistant (RA), the Principal Investigator (PI) shall get this form completed from the selected RA and submit it to the Head of her/his College Research Committee (CRC).
- The PI will be informed by DGSR after the approval of the selected RA has been obtained from University of Science and Technology of Fujairah Office of Human Resources.
- If the RA is from outside UAE, special permission is required from the VCAA.
- Payment to RA shall be made in instalments as determined by the CRC and in accordance with the University regulations.
- For any further information or clarification, please contact the Head of CRC of your College.



Application Form

Proposal ID Number (as assigned by the DGSR):

Research Title:

College:

Expected Start Date:

Principal Investigator:

Name: E-mail:

Phone (office):

Mobile:

Research Assistant:

Name: Affiliation: E-mail:

Phone (office):

Mobile:

Assigned Tasks for Research Assistant (RA):

[Provide details of specific tasks assigned to the RA that he/she must accomplish within specified period. The nature of tasks could be data collection, analysis, simulation, lab work, etc.]

Number of working hours/week =

Duration (number of weeks) to accomplish the assigned tasks =

Rate (AED/hour) =

Total Amount = AED

Pledge by Research Assistant:

I affirm that I will complete all the above-mentioned tasks assigned to me by the Principal Investigator (PI) to the best of my abilities and submit the results to PI on time.

-----	-----	-----
Name of Research Assistant	Signature	Date
-----	-----	-----
Name of Principal Investigator	Signature	Date

Note:

- Attach latest CV of Research Assistant.
- If the Research Assistant is from University of Science and Technology of Fujairah, kindly attach the approval or NOC from the concerned HOD and Dean.
- If the Research Assistant is from outside UAE, kindly attach special permission obtained from the VCAA.



Deanship of Graduate Studies and Research (DGSR) Research Proposal Evaluation Form

Instructions:

- Each research proposal will be evaluated by the College Research Committee (CRC), which is headed by the Member of CGSR representing that college.
- The CRC can appoint reviewers from within or outside the College and USTF.
- The review process shall be completed within one month after the specified deadline for receiving research proposals.
- The CRC shall rank all reviewed proposals in the order of their overall review grades based on the quality of proposed research work, expertise of researchers in the proposed research area, and expected number of publications in journals of high impact factor or high-quality category (such as A*, A, B and C) or proceedings of prestigious conferences as classified by the CRC in each college and approved by the DGSR. However, the CRC shall also consider the required budget for each proposal and the total budget available when making the final recommendations.
- Any grievance from a PI shall be submitted directly to the Dean of Graduate Studies and Research.



Evaluation Form

Proposal ID Number (as assigned by the DGSR): **Research Title:**

College:

Principal Investigator:

Requested Funding (AED) = Remarks of Proposal Reviewers

Evaluation Criteria and Grading:

For each of the following criteria, the score range shall be from 0 to 5 as follows:

Excellent (5) Very Good (4) Good (3) Fair (2) Poor (1 or 0)

No	Criterion	Score
1	Clarity of research proposal and its objectives	
2	Feasibility of expected outcomes	
3	Relevance and explanation of research methodology	
4	Significance of research contribution and its usefulness in scientific field and/or to society	
5	Track record of researchers in relation to the submitted research proposal	
6	Rationale for requested budget and how reasonable it is for proposed research	
TOTAL (out of 30)		

College Research Committee Decision:

The College Research Committee, in its meeting held on, has discussed the proposal, its evaluation by reviewers as well as its overall ranking among submitted proposals, and accordingly decided by a majority vote that:

- Proposal is approved with requested funding of AED
- Proposal is approved with modified funding of AED
- Proposal is not approved due to the quality/merit of research proposal
- Proposal is not approved due to its lower ranking considering available funds

Remarks by Head of the College Research Committee (Member of CGSR):

Remarks by the College Dean:

Head, College Research Committee	Signature	Date
College Dean	Signature	Date
Dean of GSR	Signature	Date



Promoting Quality Research Publications Policy

Policy Name	Promoting Quality Research Policy		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

University of Science and Technology of Fujairah (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 2017-18. The financial reward for faculty members shall be determined in the beginning of the academic year 2018-19 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/Ranked Journals

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

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).



Research Conferences Policy

Policy Name	Research Conference Policy		
Policy Owner	Deanship of Graduate Studies and Research	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Chapter 1: General Provisions

Article 1

This policy is known as the Policy on Research Conferences.

Article 2

The provisions of this Policy shall apply to all faculty members of University of Science and Technology of Fujairah regardless of their ranks.

Article 3

This Policy shall come into effect on the date of its approval by the University Chancellor. All contradicting texts shall be abrogated. The Policy may be reviewed upon the recommendation of the Council for Academic Affairs, headed by the Vice-Chancellor of Academic Affairs.

Article 4

Each College shall propose its budget for professional development of its faculty including their participation in research conferences and presentation of research papers, and get it approved from the University. The approved budget of each College for participation in research conferences shall be transferred to the Deanship of Graduate Studies and Research (DGSR). The DGSR shall utilize the budget allocated for each College to cover the research conference participation expenses for faculty members from that particular College. This will apply to all Colleges in the University.

Article 5

The Vice-Chancellor for Academic Affairs (VCAA) has the authority to approve participation of a faculty member in a research conference upon receiving the recommendation made by the Dean of Graduate Studies and Research. The Dean's recommendation shall be based on the recommendation of the Research Conferences Committee (RCC), which is formed by the Dean of Graduate Studies and Research and approved by the VCAA.

Article 6

Faculty members interested in presenting their papers at research conferences shall submit their request to their Head of Department (HOD). The HOD shall form an ad-hoc committee to review the paper and give its recommendation, along with a brief review report, considering the quality of the submitted paper and the reputation of the conference. The HOD shall present the paper along with the review report and recommendation of the ad-hoc committee in the next Departmental Council meeting. The HOD will then submit the participation request to the College Dean along with the recommendation of the Departmental Council and the review report of the ad-hoc committee.



Article 7

The Dean shall present the participation request, the review report, and the recommendation of the Departmental Council in the next College Council meeting. After getting the recommendation of the College Council, the Dean will submit the request to the Deanship of Graduate Studies and Research. The submission shall include the following:

- A completed application form for participation in a conference.
- Proof of paper acceptance from the conference organizer.
- A copy of the accepted research paper.
- Review report of the ad-hoc committee.
- Recommendation of the College Council.

Article 8

- The applicant shall have completed at least one year at the University as full-time faculty before applying for approval to be funded for presenting a paper in a conference. However, in exceptional cases, the Dean may recommend an applicant who has not yet served USTF for one complete year.
- An applicant may not be funded to present a research paper in a conference that is held outside UAE more than once in an academic year. However, in very special cases, the Dean may recommend a faculty member to participate twice per academic year provided that sufficient budget is available for other eligible applicants to avail at least one participation per academic year.
- A faculty member may also be permitted to attend a conference more than once in an academic year if he/she is invited as a keynote speaker and his/her expenses are totally borne by the conference organizers, provided the approval is obtained from the HOD, College Dean, and the Dean of Graduate Studies and Research.

Article 9

Requests for attendance-only participation (without the submission of a research paper or keynote speech) or participation in some professional events, workshops, etc. shall be submitted by the College Dean to the USTF Delegation Committee, headed by the VCAA, for its approval. The DGSR shall only be concerned with presentation of papers in research conferences.

Article 10

USTF faculty member may not participate in a conference when his/her presence at the University is deemed necessary by the HOD and Dean. Such cases may include the following:

- Visit of an academic accreditation team to the faculty member's department.
- Students' registration periods.
- Examination periods.
- During summer semester if the faculty member is teaching a course.

Article 11



In case of multiple applications for participation in the same conference and lack of sufficient funds, selection shall be made by the Dean according to the following conditions and order of priority:

- Applicant's area of expertise in relation to the conference theme.
- Applicant carrying out organizational duties at the conference.
- Applicant with least recent conference participation.
- Applicant with partial external funding.

In case of multiple simultaneous applications for participation in different conferences and lack of sufficient funds, the Dean shall give priority to conferences that are more relevant to the research areas of interest for the College and its future research projects.

Article 12

If a conference is postponed after a participation mandate has been issued, the applicant is allowed to attend the same conference on its newly announced dates after notifying the Dean of Graduate Studies and Research and submitting the documents of conference postponement and its announcement of new dates.

If a participant is denied entrance to a host country, he/she is allowed to apply for participation in another conference in the same academic year.

Article 13

The HOD and Dean shall emphasize on the quality of participation and shall perform an assessment of the quality of participation based on a report submitted by the participant after attending the conference.

Chapter 2: Evaluation Criteria

Article 14

The Research Conferences Committee (RCC) of DGSR shall use the following criterion to determine the eligibility to participate in a conference and present the research paper:

- The conference is organized, sponsored or supported by well-known professional organization or association.
- The conference has good reputation in the specialized discipline and it is listed in the database prepared by the College Research Committee (CRC) and approved by the College Dean.
- The papers published in the conference proceedings will be indexed by reputed sources, as determined by the Research Conferences Committee (RCC) of DGSR.
- Preference will be given to applicants who have not benefited from an earlier University authorization to participate in a conference in the same academic year.

Chapter 3: Financial Allocation

Article 15

The funding approved for presentation of a research paper shall cover the following:

- A return airfare ticket from the UAE to the conference host country. The ticket shall be of the same class as the faculty member's contractual airfare allocation.



- Conference registration fee.
- Visa fee, if paid by the participant.
- Daily expenses for the duration of the conference. Funding covers up to three conference days in addition to two travel days (departure and arrival).
- Participants receive 50% per diem if the organizing host provides accommodation.

Chapter 4: Participation Decisions and Grievances

Article 16

- Decisions relating to conference participation shall be made by the VCAA upon the recommendation of the Dean of Graduate Studies and Research (GSR). The recommendation of the Dean of GSR shall be based on the recommendation of the RCC.
- The RCC recommendation shall depend on the available fund allocated for conference delegation in the college.
- The Dean of Graduate Studies and Research shall always submit his recommendation to the VCAA regardless of whether the decision is for approval or rejection.
- Any grievance regarding the decision of the Deanship of Graduate Studies and Research shall be submitted by the concerned faculty directly to the VCAA.
- The VCAA may form an ad-hoc committee to review the grievance or directly make a decision. The decision made by the VCAA shall be final.

Chapter 5: Duties of Funded Faculty Member

Article 17

- A faculty member funded to attend a conference represents the University and is therefore responsible for communicating a positive image of the University by making an impressive presentation based on high-quality research, and commitment to UAE as well respect to the ethical values of the host country.
- A faculty member funded to attend a conference shall, upon his/her return, submit the following to the College Dean:
 - Report on participation
 - Copy of the passport with entry and departure stamps or copy of boarding passes
 - Copy of the conference paper
 - Registration receipts (if any)
 - Visa fee receipt (if paid by the applicant)
 - The College Dean shall submit the above documents to the Dean of Graduate Studies and Research for reimbursement of requested funds.

Chapter 6: Self-Funded Participation

Article 18

- A faculty member may apply for participation in a conference at his/her own expense.



- For self-funded conferences, the approval of the HOD, College Dean, and the Dean of Graduate Studies and Research is required.
- The self-funded faculty member shall be granted paid leave for up to a maximum of three days, in addition to two days for travel.
- The participant shall be entitled to all non-financial benefits provided for in this Policy, and shall commit to all the obligations stipulated in this Policy
- The Dean may allow reimbursement of conference registration fee for a self-funded participant.

Chapter 7: Participation in Thesis Jury

Article 19

- A faculty member may, with the consent of the HOD and Dean, participate in a thesis jury to assess Master's or Doctoral theses, either within or outside the UAE. The Dean of Graduate Studies and Research shall be notified thereof.
- The faculty member participating in a thesis jury shall be entitled to one day of paid leave when the thesis defense takes place in the UAE, and to three days of paid leave when the thesis defense takes place outside the UAE.
- The participant shall be entitled to all the benefits provided for in this Policy, except for the financial allocations set forth in 5.3.

Chapter 8: Domestic Conferences

Article 20

The College Dean, upon the recommendation of the HOD, may permit faculty members to attend conferences held in the UAE. In such cases, the College shall bear the conference registration expenses. Also, if the faculty member is presenting a paper at domestic conference, he/she is entitled to hotel accommodation of up to two nights provided the conference venue is located at a distance further than 100 kilometers from the University.

Chapter 9: Role of the Office of Public Relations

Article 21

The Office of Public Relations at USTF shall make the necessary arrangements to facilitate attendance of approved participants at the conference. To that end, the Office of Public Relations shall:

- Assist the participant in obtaining an entry visa (if required).
- Make booking arrangements and issue air tickets.

Chapter 10: Decision Authority

Article 22

The VCAA shall decide on all cases not provided for in this Policy

Appendix

- Application Form for Attending a Research Conference
- Per Diem Claim and Fees Reimbursement Form
- Research Conference Participation Report



Application Form for Attending a Research Conference

Please read the pertinent regulations in Policy on Research Conferences before submitting the application for attending a research conference.

Personal Details

Name	
Academic Rank	
USTF ID #	
Email address	
Mobile number	
College	

Conference details

Name of conference to attend	
Place of conference (city, country)	
Conference duration dates	
Conference website	
Title of accepted paper	

Financial details

Estimate of return air tickets	
Registration Fees (if any)	
Visa fees (if any)	
Estimated Per diem	
Total	

Previous Conference Participation Funded by USTF

Last conference attended (funded by USTF)	
Title of paper presented in last conference	
Attendance dates of last funded conference	

Note: Please attach a copy of accepted paper and the letter/email of acceptance.

I hereby confirm that the above details are correct to the best of my knowledge.

Signature of Applicant: Date:



Per Diem Claim and Fees Reimbursement Form

College:	
VCAA’s decision number and date:	
Conference name	
Title of presented paper	
Name of Proceedings where the paper is published	
Registration Fee	
Visa Fee (if paid by the presenter)	

Was the airline ticket provided by:
The University
The Organizer
Others
Specify

Was the hotel booked by the USTF Office of Public Relations: **Yes**
No

Were accommodation and allowance provided by:
The University
The Organizer
Others
Specify

Signature: Date:

Please attach the following:

- A copy of the VCAA’s decision letter
- A copy of the passport with exit and entrance stamps or boarding passes
- Receipts of conference registration/ visa/ others (if any)
- Conference participation report and a copy of the presented paper



Research Conference Participation Report

Please attach a copy of the paper as it appeared in the Conference Proceedings.

Name of Participant	
Conference	
Conference Dates	
Country	
Conference Organizer	

Title of Presented Paper	
Presentation Mode (Oral, Poster)	
Date of Departure from UAE	
Date of Arrival in UAE	
Abstract of Research Paper	

Signature: Date:



11 | Community Engagement Policies



Community Engagement Policy

Policy Name	Community Engagement Policy		
Policy Owner	Dean of Student Affairs	Reviewed	Annually
Approved By	Vice Chancellor for Academic Affairs	Approval Date	

Policy Statement

This policy aims to promote community engagement by students, faculty and staff and integrate it into various academic activities, as well as it provides highlight areas on the relationship between employers and the University.

Institutional Engagement

USTF believes that Community engagement is not a separate or distinct activity, but rather a shared enterprise with its community partners that involves an exchange of knowledge and expertise that will generate mutual benefits essential to advancing knowledge and understanding. These exchanges are undertaken through the following academic endeavors:

- a. Relationship Development:** USTF aims to develop and improve its engagement with government and private sector authorities, at local, regional and international levels by:
 - Organizing various seminars and workshops in order to promote and display USTF significant role in the society.
 - Initiating special training programs for USTF faculty who are directly involved in communication with students and alumni as well as external entities.
 - Getting involved in external relations, particularly charitable associations as well as other funding entities, to make sure that enough financial resources are available to finance some USTF's students who are suffering from financial problems.
- b. Students Experience:** Offer student the opportunity of helping others and giving back to society.
 - Encourage students to get involved in societal activities on and off campus.
 - Create various volunteer programs that may help students develop a sense of belonging to the community.
 - Set up partnerships with charitable institutions.
- c. Strengthen Student Engagement:** Create opportunities for USTF students and alumni to build strong career life and overcome future concerns and obstacles.
 - Provide individual and group career counseling and career direction services to students and alumni.
 - Conducting workshops related to student career development, employment strategies and techniques as required.
 - Explore students' interests, personality, work values, and skills in finding suitable careers.
 - Determine where students are in their career decision-making process and suggest appropriate self-assessment tools to meet their needs.



- Organize career fairs in collaboration with local government associations, civic associations, private organizations and community leaders.
- d. Communication Outreach:** Enhance current channels of communication between the university and its alumni on the one hand, and among alumni themselves on the other hand, in line with USTF philosophy and vision.
- Establish and foster a basis of lifelong professional and personal relationships between the University and its alumni.
 - Provide alumni with opportunities to contribute to and participate in the decision-making process at the University.
 - Keep contact with professional bodies and alumni organizations mainly to identify alumni career opportunities, in line with the USTF vision of bridging the gap between academia and society.
 - Develop fundraising activities in collaboration with external associations.
- e. Marketing Support:** Develop plans to promote USTF academic programs and services.
- Develop regular communication with different media sources through encouraging USTF faculty and staff to participate in diverse media programs.
 - Build effective relationship between USTF and media institutions to promote all USTF activities and programs.
 - Design and print brochures, flyers, posters and ads in order to build USTF reputation.
 - Follow up USTF news and activities in local as well as international media.
- f. Student Financial Services:** Deliver a high level of service to support students in achieving their academic goals by helping remove financial barriers.
- Establish collaborative partnerships with charitable associations to obtain financial resources.
 - Conduct various workshops for USTF community to increase their awareness of the services offered by the University.
 - Create a climate that promotes continuous improvement.
 - Create and update the financial aid roles and procedures.
 - Implement an effective student aid delivery system.
 - Develop customer service offered by the Office of Scholarship and Financial Aid.
 - Improve communication between private scholarship's recipients and their donors.

USTF Employer Engagement

University of Science and Technology of Fujairah (USTF) identifies building enduring and meaningful relationships with the external community as one of its strategic priorities. Employers are definitely an important part of that external community that USTF always seeks to engage with whilst simultaneously offering opportunities for reciprocity of this engagement. As such, the University will embed within its activities a focus on developing, fostering and nurturing mutual cooperation between its Colleges/Offices and employers in the UAE and the region.



a. Key Areas of Employer Engagement

- Curriculum Evaluation: USTF will, through the Office of Alumni, engage employers in dialogue about the academic programs offered by the University. Such an engagement lies at the heart of boosting USTF graduate employability and at ensuring that the needs of the job market are appropriately met. It is the responsibility of each College to organize meetings with employers, record deliberations and include recommendations within their Annual Plans.
- Internships and Placements: USTF will, through the Office of Alumni as well as through Colleges, secure practical training and work experience for its students in order to better equip them for the job market.
- Sharing of Expertise: USTF will, through its Colleges, reach out to corporate entities and various governmental and non-governmental institutions in order to share the expertise of its faculty/staff in their respective disciplines and areas of expertise.
- Shaping the Future: USTF will, through its Deanship of Student Affairs, organize events that empower students to voice their opinions and share their ideas about the future with corporate and industry partners. The hosting of events whereby the main focus is to bring undergraduates together with established businesses in order to have a free interplay of ideas is a step towards ensuring that not only students are aware of the requirements of the job market, but also that employers are aware of what young people are looking for in a potential workplace. This, in essence, will boost retention and mitigate the impact of employee turnover.