SKYLINE UNIVERSITY COLLEGE

HUMAN RESOURCES DEPARTMENT

FACULTY HANDBOOK

AY 2023 –2024

University City of Sharjah
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I. INTRODUCTION

The SUC Faculty handbook provides a guideline to the academic staff members on the various functions of Human Resource Department ranging from employee's selection, contracts, orientation, probation, confirmation, evaluation, compensation, awards, roles and responsibilities of faculty members, Separation, etc.

II. SUC VISION:

SUC envisions itself to be a globally renowned university that nurtures Creativity and Innovation with emphasis on diversity and cultural integration towards building a knowledge based society

III. SUC MISSION:

The Mission of Skyline University College (SUC) is to impart knowledge, develop professional skills in the field of Business, Science & Technology and inculcate values among students of diverse cultural backgrounds to serve the society. SUC provides opportunities for its students to achieve their academic and professional goals and facilitates the development of their overall personality in order for students to become effective and socially responsible professionals in a dynamic global environment. In pursuing this mission, SUC focuses on innovative and creative approaches in all areas of education, research, consultancy, community services and development of its employees to facilitate the learning environment for its stakeholders. SUC recognizes risk management in all aspects of its operations and ensures health and safety of its stakeholders.

IV. SUC GOALS AND OBJECTIVES

i. INSTITUTIONAL GOAL:

To continue to serve with dedication in the field of higher education to meet the changing needs of society and develop responsible individuals without discrimination following ethical practices

ii. INSTITUTIONAL OBJECTIVES

1. To serve with dedication in the field of higher education, and prepare students to contribute to the betterment of society.

2. To offer quality education to a culturally diverse student body, globally, irrespective of race, color, gender, religion, physical disabilities and age.

3. To expand its higher education programs as per the needs of the dynamic global environment

4. To develop and maintain significant networks between SUC, alumni and industry

5. To continue to maintain a meaningful relationship with the community through socially responsible activities

6. To continue to pursue ethical conduct and a high order of integrity in all spheres of institutional functions

7. To continually assess the institutional risk and provide a safe and secured environment to the stakeholders

iii. STUDENT GOAL:

To equip students with knowledge, skills and competencies which build lifelong careers and creativity that contribute to the betterment of business and society

iv. STUDENT OBJECTIVES

1. To orient students with knowledge through undergraduate and postgraduate programs thereby preparing them for suitable career opportunities globally.

2. To equip students with creative and entrepreneurial skills suitable for lifelong career building

3. To integrate general education at the undergraduate level programs

4. To enhance higher order skills in problem solving, leadership, analysis and decision making among students

5. To develop the complete personality of the student through quality education and extra-curricular activities that will enable them to serve society optimally

v. EMPLOYEE GOAL:

To engage competent employees from diverse cultural background and ensure their welfare and facilitate development

vi. EMPLOYEE OBJECTIVES

1. To provide facilities that enhance long-term SUC employee welfare, satisfaction and growth

2. To facilitate a conducive research and consultancy environment for faculty to pursue scholarly activities

3. To conduct various faculty and staff development programs in order to prepare them to meet challenges posed by the dynamic global environment.

V. SUC ORGANIZATION STRUCTURE
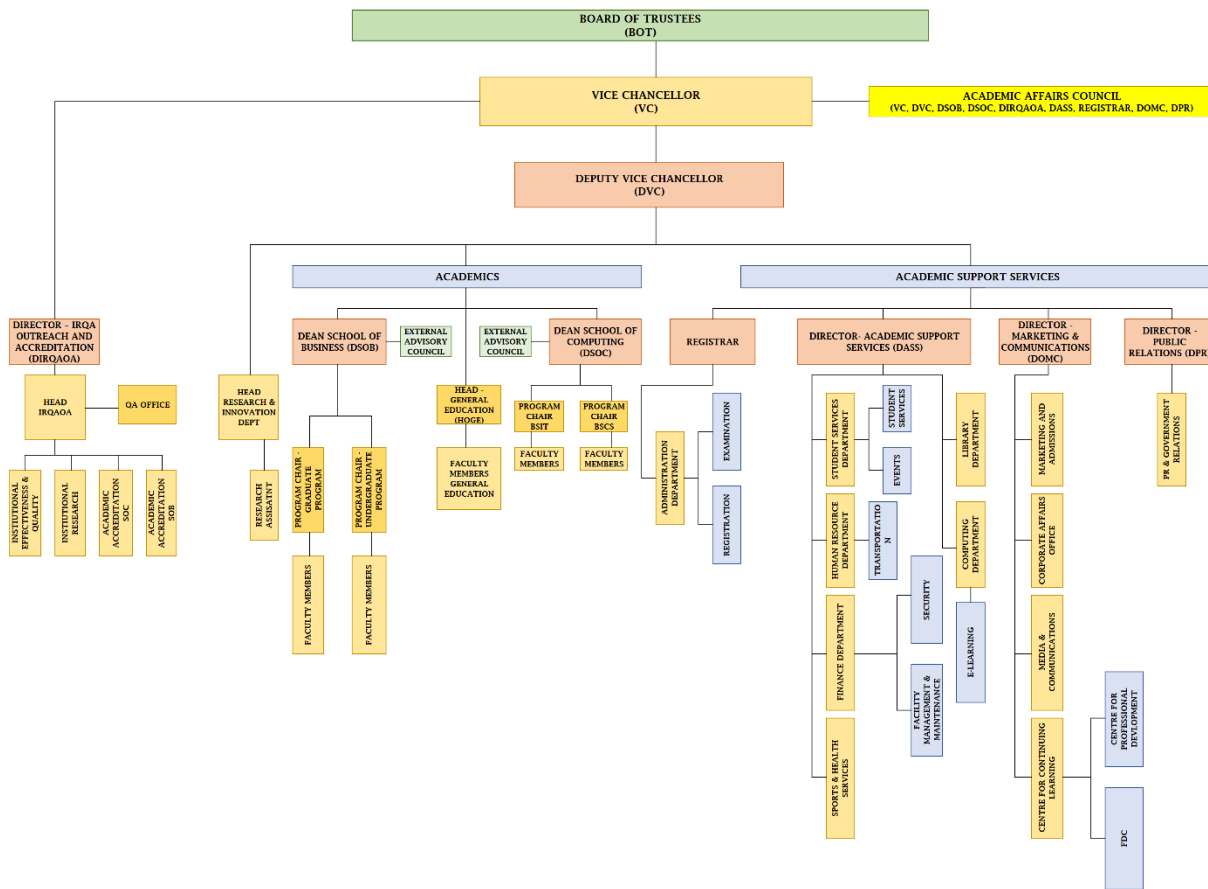
SUC Organizational Chart portrays the hierarchy and reporting structure of the positions in the organization. It further defines how activities such as task allocation, coordination and supervision are directed toward the achievement of organizational vision. It determines the modes in which SUC channel of communication operates and decision making is done to achieve organizational goals.

VI. ABOUT SUC HUMAN RESOURCE DEPARTMENT

Human Resources Department (HRD) is responsible for fulfilling the Vision and Mission of the organization by developing sound HR policies that provides conducive work environment and develop a positive work culture in the SUC. HRD is responsible for recruiting, retaining, motivating and developing team of capable and dedicated Academic and Academic Support Services Employees who are committed to professionally achieve the SUC objectives.

HRD engages in continuous development of Faculty & Staff Members so as to respond to day today challenges in the work environment. To ensure each employee keep abreast with the ever-changing trends, HRD coordinates the need based Faculty and Staff development programs.

VII. HUMAN RESOURCE DEPARTMENT STRUCTURE
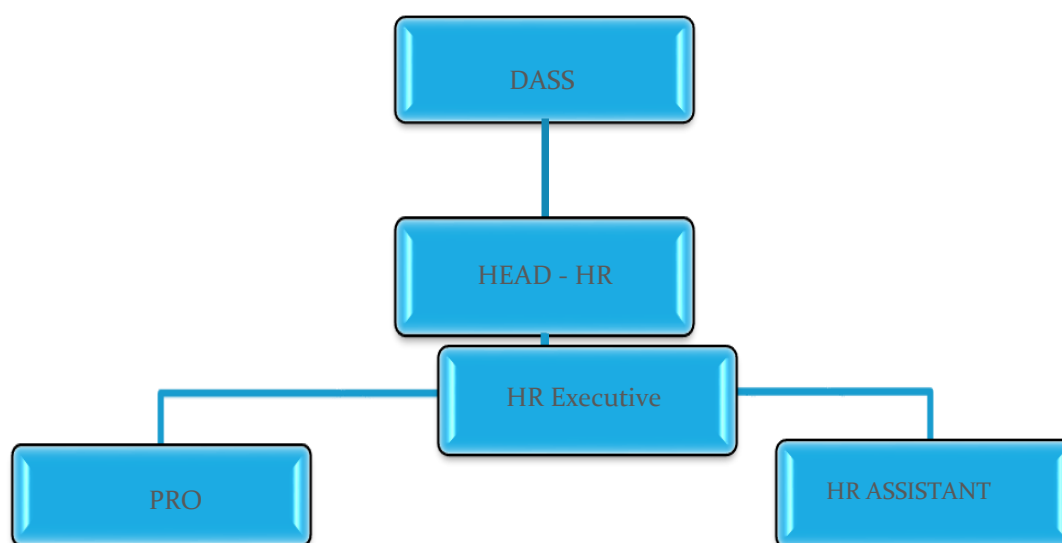
VIII. CONTACT DETAILS OF HR PERSONNEL

EMPLOYEE NAME	DESIGNATION	CONTACT DETAILS	
		EXTENSION	EMAIL ID
Mr. SPSN Srinivas	Head - HR	971-555713889 Ext -7022	head.hr@skylineuniversity.ac.ae
Mr. Reynaldo	HR Executive	971 525146365 Ext -7133	hr.executive@skylineuniversity.ac.ae
Ms. Himani Chadda	HR Assistant	971 6 55441155 7021	hr.assistant@skylineuniversity.ac.ae
Mr. Abdallah Abuhamam	PRO	971-6-55441155 Ext -7023	pro@skylineuniversity.ac.ae

IX. FUNCTIONS OF HUMAN RESOURCE DEPARTMENT

A. PLANNING
   i. Reviewing Strategic Plan for human resource requirement
   ii. MOE documentation and compliance
   iii. Labor Law compliance
   iv. Assessing the Faculty, Staff & Student Trainee requirements through Search Committee
   v. Identifying the training needs of Faculty, Staff & Student Trainee
   vi. Defining the institution's policy & procedures
   vii. Developing promotional and retention policies
   viii. Departmental Budgeting and developing compensation policies
   ix. Leave planning, leave salary, ticketing etc.,
   x. Remuneration in coordination with Finance Department
   xi. Handling employee grievances
   xii. Coordinating with legal consultants for dispute resolution

B. ORGANIZING
   i. Job Description & job allocation
   ii. Employee profiles (Data Declaration, Personal information and documents, Buddy list …. Etc.) Note: *Employment records are kept for at least Five years after the termination of employment.*
   iii. Recruitment and selection process as per the procedures (planning, Resourcing, advertising, Short listing recruiting, Communication & Negotiation, Issuing offer & Contracts, Orientation, Induction, .. etc.)
   iv. Employee's welfare (medical insurance, events management … etc.)
   v. Assisting Initial Settlement of employees in work environment
   vi. Coordinating with various departments for extending support for Medical, Id & Hardware, Software, Password, Office allocation and maintenance
   vii. Faculty & Staff Visa processing
   viii. Salaries, weekend payment, other allowances
   ix. Leave planning

C. MOTIVATING
   i. Organizing Training & Development programs
   ii. Appreciation and Encouragement
   iii. (Recognizing & Rewarding, Promotion, job enrichment & enlargement
   iv. Employee benefit policy development (medical insurance,.etc.)
   v. Conference, event management.
   vi. Organizing events for employees welfare and wellbeing

D. CONTROLLING
   i. Ensuring adherence to policy & Procedures
   ii. Performance evaluation of individual employee and disseminating formal & informal feedback to management and employee from time to time
   iii. Handling employee grievance and disciplinary procedures
   iv. Initiating preventive and corrective measures
   v. Faculty Evaluation through predetermined evaluation policies

E. STUDENT TRAINEES & STUDENTS RELATED ACTIVITIES
   i. Selection and recruitment of student trainee
   ii. Job allocation for scholarship students and need based Student trainee
   iii. Visa processing of Students
   iv. Induction and orientation
   v. Organizing training and development

F. HRMS SERVICES
   i. Employee Attendance.
   ii. Employee Profiles to include Job description, Data Declaration, Buddy list, and other related personal documents (Passport, ID, degree …. Etc.
   iii. Leave Management (Leave Eligibility and Leave Application)
   iv. Performance Management
   v. Air ticket Eligibility, Air ticket Reimbursement Application and Travel Duty
   vi. Certificates (Salary, to whom it may concern … etc.)
   vii. Employees contracts
   viii. Interactive system (upload / download documents, online reminders, request for certificates, permissions, Etc.)

X. CONDUCT OF ORIENTATIONS AND TRAINING

A. ORIENTATION

i. Employee Orientation

SUC carries out employment orientation to the newly appointed Employees in order to make them acquainted with the roles and responsibilities of the job, reporting systems and to achieve functional coordination desired between different Departments. The broad aim of the orientation is to provide information to new Employee (Fulltime and Part time Faculty) & enable them to carry out their required roles and responsibilities in an effective manner.

The main focus of the SUC orientation process is to:
a. Enable new Employee to settle down as soon as possible in the multicultural work environment.
b. Enable them to be familiar and their part of UAE community, culture and norms which will make it easy for adaptations
c. Enable to build relationships and rapport with colleagues.
d. Understand the scope of academic responsibilities of the position.
e. Get acquainted with the functioning of SUC in a holistic manner.

Procedure
The induction process follows the 'Faculty Orientation Checklist' and is completed in the first week of joining.

a. A new Employee shall report to the Human Resource Department on the first day of work to complete all the documentary formalities.
b. The Head-HR carries out Orientation on Policy & Procedure and various benefits extended to the Employees like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances,
c. The Head-HR will share the culture and norms in general for UAE community and the university.
d. The new Member will be introduced to all the Members of SUC.
e. The Employee is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
f. The new Employee is trained to access the portal and may seek clarification from HRD or Vice Chancellor, if any doubts still exist.
g. HRD will introduce various functional Departments of SUC to the new Employee and orients them on services provided by various academic support services Department. Faculty member will be issued a job description and courses are assigned as per his specialization.
h. New Faculty member is oriented by AAC members and the department heads.
i. Upon completion of orientation AAC members and heads of the departments who have oriented will sign a form which will be kept in the faculty personal file for records.
j. Formal and informal feedbacks are taken twice during the probation period and provide feedback to employee to help them settle down. For existing Employee, a rerun of all policies in every new academic year is done to ensure updating on any new policy changes or to clarify any doubts in the existing one for smooth functioning of processes.
k. The HRD continuously observes the newly inducted Employee during the probation period and assist them to smoothly settle down to the work environment of the institution.

B. TRAINING AND PROFESSIONAL DEVELOPMENT OF FACULTY

SUC is committed in developing professional skills and expertise among the employees so as to provide better services to the students. HRD organizes training programs by experts in the area of teaching, research etc., from internal and external sources based on the Training need analysis.

i.   Training & Development of Faculty members:

   a. Training & Development of faculty members is an integral part of SUC organizational culture. It is aimed at continuously developing the Faculty Members with respect to teaching pedagogy, methods and scholarly pursuits. SUC arranges internal & external training and development opportunities for improving skills, knowledge & values of its Faculty Members on a regular basis.

   b. HR is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the organizational requirement and the feedback received from various sources which includes meeting as well as FES. HRD send forms soliciting nominations for various training programs.

   c. After the nominations are received annual calendar is prepared and resource persons are identified and the process of finalizing them will be initiated and included in the calendar.

   d. Faculty members are organized for these training programs as per calendar. A feedback is taken after the completion of the training program to ascertain the quality of training and its impact and suggest areas of improvement..

   e. Faculty member may ask for any specific course that will contribute to development of teaching pedagogy, methods and scholarly pursuits, He should make a formal request with all related details and submit to HR Dept. For approval and reimbursement. HR in charge will look on the request through the formal procedures in coordination with Deans and VC for course benefits to SUC, approval and reimbursement as per the policy and budget.

   f. Faculty members may be nominated to have some paid special course to enhance their skills and knowledge which in returns can be used to improve other employee's skill and work process. Training refund policy will be applicable in case the employee leave the work within the certain period, remaining amount will be deducted for the employee gratuity. Trained Faculty member also can deliver specialized training course to outside authorities / partners when required.

ii.   JOB ENRICHMENT / ENLARGEMENT

Along with the responsibilities mentioned in job description Faculty Members are assigned additional responsibilities related to other functional areas. These additional responsibilities are assigned to accomplish the task more effectively and sometimes it is carried as a result of reengineering any Department, and training the employee.

XI. RECRUITMENT & SELECTION

HRD is committed towards employing the best qualified candidates while engaging in recruitment and selection practices that comply with all applicable employment laws. It is the policy of HRD to provide equal employment opportunity to all applicants and employees without discrimination to meet the objective.

A. SEARCH & APPOINTMENT

i. AAC-Academics:

The members of the Academic Affairs Council are appointed by virtue of their position in the organization. These profiles are nominated based in their dedication, motivation and holds administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. The AAC members are appointed, removed, renewed or terminated by the Vice Chancellor.

i. Faculty:

The Faculty and Staff Search Committee (FSSC) is in place comprising of Vice Chancellor, DASS, Dean-School of Business, Dean-School of computing, Registrar, Program chairs and Head-HRD, who will interview and hire the faculty along with a subject expert. HRD in coordination with FSSC engages in recruitment planning for Faculty positions which arise due to resignation or termination or new hiring requirements.

B. GUIDELINES FOR SEARCH & APPOINTMENTS

i. Undergraduate Level (School of Business & School of computing)

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members. Faculty search for appointment is based on 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for percentage of Rank distribution for Full Time Faculty Members- Undergraduate Level (School of Business & School of computing) followed by SUC.

Table I	
Grade	**% of Full-time Faculty Members**
Professor	15%
Associate Professor	30%
Assistant Professor	30%
Lecturer	15%
Sr. Instructor	5%
Instructor	5%

ii. Graduate Level (School of Business)

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 25:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for Rank distribution percentage for Full Time Faculty Members- Graduate Level (School of Business) followed by SUC.

Table I	
Grade	**% of Full-time Faculty Members**
Professor	30%
Associate Professor	70%

iii. Eligibility Criteria

As per Policy, Faculty members teaching in general education courses and foundation courses qualification with master degree in related area of the general education course is eligible to teach. Similarly, faculty members teaching at 100-200 level of Undergraduate Program should hold minimum master in related areas with minimum three-year experience at higher education level institution.

Table I- Academic Members Eligibility Criteria			
Grade / Level	**Academic Experience**	**Research and Publication**	**Administrative Experience**
Vice Chancellor	15 years	15 (4 publications in A and B category in last 4 years)	10 years in Strategic Decision
DVC	10 years	10 (3 publication in B category in last 4 years)	7 years
Director-IRQAOA	10 years	10 (3 publication in B category in last 4 years)	7 years
Dean - School of Business	10 years	10 (3 publication in B category in last 4 years)	7 years
Dean - School of Computing	10 years	10 (3 publication in B category in last 4 years)	7 years
Registrar	10 years	10 (3 publications in B category in last 4 years)	7 years
Professor	15 years	15 (4 publications in A and B category in last 4 years)	7 years as Associate Professor
Associate Professor	10 years	10 (3 publication in B category in last 4 years)	5 years as Assistant Professor
Assistant Professor	7 years	7 (3 publication in B & C category in last 4 years)	5 years as Lecturer
Lecturer	5 years	1 (1 publication in B & C category in last 4 years)	1 year as Lecturer
Sr. Instructor	3 years	NA	NA
Instructor	1 year	NA	NA
LAB Assistant	Bachelors or Diploma Degree	A Diploma with at least 3 years of relevant experience or a Bachelor with 2 years of relevant experience. Progressive hands-on	NA

		experience in hardware and software support will be relevant.	
Visiting Faculty	Will be recruited as per the above mentioned criteria for a period of one year and will be given accommodation and visa facility. Taking on consideration to be from top 400 Universities. SUC will take care of some required formalities related to visa, ticket accommodation …. etc. as per the policy if required		NA
CCL trainer	Must have a minimum of a Master's Degree with a major in the discipline taught, and combination of relevant training and industry experience in same field		
Table II- B. Administrative Faculty Eligibility Criteria			
Faculty with Administrative responsibilities	3 yrs. administrative experience in addition to experience in respective rank	As per respective ranks	As per respective ranks
Head Of Research and Innovation	10 years	10 (3 publication in B category in last 4 years)	7 years
Program chair	10 years	10 (3 publication in B category in last 4 years)	7 years

a) In exceptional cases when appropriate vacancies are not available then vacancies at lower level positions can be filled by shortlisted candidates with higher qualifications provided the candidates accept the offers.

b) If in case candidate with exceptional contribution or awards in the field of academics may be considered for some higher positions and exemptions can be suggested by the search committee and granted by the VC by passing the criteria of experience or time requirements

c) The Faculty and Staff Search Committee (FSSC) must recommend for exemption based on such evidences of exceptional performance.

d) Candidates are required to provide medical certificate at the time of selection.

e) Candidates are required to provide experience certificate from the previous organization along with proof of publications etc.

Notes:

a) Faculty teaching credit courses in Certificate, Associate Degree, or Diploma (not offered in conjunction with Baccalaureate Degree programs) must have a minimum of a Master's Degree with a major in the discipline taught, and one of the below criteria (When applicable):

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b) 5 years teaching experience in the discipline

c) A combination of 5 years teaching experience and other related employment

d) An equivalent of 18 semester graduate credits beyond the Master's Degree in the discipline taught

e) Internationally recognized professional credential (e.g. public accountant certificate).

f) Faculty teaching general education courses offered in conjunction with a Baccalaureate Degree curriculum must have a minimum of a Master's Degree with a major in the discipline taught and one of the below criteria:

g) 5 years teaching experience in the discipline

C. PROCESS FLOW OF RECRUITMENT

i. Academics:

Step–1: HRD prepares the requirement of Full Time Faculty / Visiting / Adjunct Faculty based on Strategic plan, Student enrollment, Faculty Vs student ratio Full time vs Part time faculty ratio before the start of the semester and forwards the same to Academic Affairs Council review and approval.

Step–2: AAC forwards the faculty recruitment plan for Vice Chancellor approval. The Vice Chancellor forwards the approved faculty recruitment plan to HR.

Step-3: HRD will forward the Recruitment Requisition Form with the recommendation of the FSSC to DVC, Program chair and DASS. Following the approval to fill the positions, the HRD will start the search process through recruitment agencies, online recruitment sites, SUC website and also posts the advertisement in the leading national and international newspapers detailing the Job specifications and Job Descriptions. The candidates are asked to submit current CV along with brief note (around 500 words each) on Teaching Philosophy and Research interest which will help to SUC to understand written communication and suitability of the candidate for SUC.

Step–4: The HRD scrutinizes the resumes and conducts preliminary interview and shortlists the potential candidates.

Step-5: During the interview/demo session. Candidates subject knowledge and English language proficiency will be evaluated. English language proficiency will be evaluated by the language expert along with recruitment committee members.

Step–6: The shortlisted candidates for Academic position will be invited to appear for an interview through face to face or Skype with the, Dean (School of Business/Computing), Program Chairs (DASS, HRD and the subject expert. Research Committee is involved in the Faculty Recruitment process to review the research & publications work of the potential candidate. The finalized candidate is recommended to VC.

Step –7: Shortlisted Candidates are informed on their selection and are required to provide two references from the previous organization in which one reference should be from previous supervisor. HRD Team runs the reference check with help of a Reference Check Form and the feedback is shared with the VC for appointment along with the offer letter draft.

Step–8: After finalizing the candidate/s for the position a formal offer letter (Job expectation and job description) is drafted by HRD and sent to the VC for approval and signature.

Step–9: Post approval duly signed offer letter is sent to the candidate. Once the candidate accepts the job offer further contract, visa and joining process is coordinated. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work" remarks by the accredited or authorized doctor / physician.

Step-10: On Joining in case of relocation the initial accommodation facility is available for newly hired Faculty relocating from outside the UAE and who enter the country under the SUC's sponsorship (Refer Relocation & Joining Support Section for details).

Step-11: The selected Faculty needs to submit below list of documents before joining as part of joining.

Formalities for visa processing.

a. Passport size photo (A digital passport size photograph with white background)
b. Passport copy
c. Personal Details Form
d. Scanned copy of all education certificates (10th Std., 12th Std., Bachelor degree)
e. Certificate, Master degree certificate and PhD Certificate (all certificate should be Supported with the transcripts).

Note: Highest Qualification Degree to be attested from the following:

a. Ministry of Higher Education of the country from where the Degree was awarded.
b. Ministry of Foreign Affairs of the country from where Degree was awarded.
c. UAE Embassy in the country from where the degree was awarded.
d. Ministry of Foreign Affairs in UAE.
e. UAE Equivalency (As per New MOE Regulation) (Staff should make sure to complete all requirements and attestations required to apply for equivalency within one month of joining to complete the hiring process)

Step–12: Post submission of the above documents and the signed offer letter, employee's security check process is initiated. Once the security check is positive the employee's visa process is initiated

Step- 13: Faculty's travel, arrival in UAE, initial accommodation, room allocation, pickup from airport, Orientation etc. all are tracked through checklist. (Refer Annexure C-Joining checklist update format).

Step-14: Faculty Members recruited from outside United Arab Emirates are entitled to an Air Ticket Reimbursement upon joining SUC. (Refer to Airline Ticket Allowance for Expatriates)

Step-15: Faculty Members are allocated offices on their joining. A complete set of computers and office supplies, stationery, SUC ID & Business Cards etc. are provided for their convenience on settling down in their new assignment.

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Step-16: Faculty members are provided with Induction manual which will help them in settling down i.e. agents contact numbers, etc. Faculty members are advised to apply for driving license for the ease of travelling as transportation facility is provided only for the first month.

Step–17: On joining Faculty member is oriented by Vice Chancellor, DVC, Deans, DIRQAOA, Registrar, DASS and all the concerned HOD's on the operational aspects of SUC. Faculty member sets their goals for the academic year in coordination with Vice Chancellor's office.

Step–18: The selected Faculty is given a six months' probationary appointment during which the performance is evaluated by Faculty Feedback Review Committee (FFRC) constituting the Vice Chancellor and a subject expert.

Step–19: AAC, Dean (SOB/SOC) forwards the probationary performance review report of the newly appointed Faculty Member based on the evaluation of Faculty Feedback Review Committee (FFRC) report, based on formal and informal inputs received, to the Dean for final consideration.

Step-20: Based on the Vice Chancellor's decision of approval of the probationary performance review report , HRD issues letter of confirmation signed by the VC.

Step-21: In case of Adjunct/Visiting Faculty upon positive review their profiles are placed under active considerations whenever opportunity arises.

ii. Academic Affairs Council:

Step-1: AAC positions requirement has to be recommended by the Vice Chancellor. The requirement is based on Administrative and academic requirement. Since it's a leadership position, University's Mission and vision should be considered in reviewing the strategic requirement

Step-2: Vice Chancellor recommends based on their exceptional leadership and consensus building skills in development and implementation, demonstration of strong experience in advancement of the University and managing its operations with commitment to its excellence in teaching and quality of educational offerings.

Step –3: The shortlisted candidates will be invited to appear for an interview with the Vice Chancellor.

Note: In case of AAC recruitment from outside further steps will remain same from Step-6 – Step -17 of Academic hiring process.

Step-18: The VC will review the probationary performance review report of the newly appointed AAC based on the evaluation and Feedback based on formal and informal inputs received by the Vice Chancellor.

Step-19: Based on the VC report about the probationer, HRD issues letter of confirmation.

iii. Vice Chancellor:

Step-1: Vice Chancellor's position requirement has to be reviewed by Faculty and Staff Search Committee and approved by BOT. The requirement is based on Administrative

and academic requirement. Since it's a leadership position, University's Mission and vision should be considered in reviewing the strategic requirement.

Step-2: Recruitment Committee nominates existing officials to BOT based on their exceptional leadership and consensus building skills in development and

Implementation, demonstration of strong experience in advancement of the University and managing its operations with commitment to its excellence in teaching and quality of educational offerings.

Step –3: The shortlisted candidates will be invited to appear for an interview with BOT for finalization and approval.

Note: In case of Vice Chancellor's recruitment from outside further steps will remain same from Step-6 – Step -17 of Academic hiring process.

Step-18: BOT will review the probationary performance review report of the newly appointed Vice Chancellor based on the evaluation and Feedback based on formal and informal inputs.

Step-19: Based on the BOT report about the probationer, HRD issues letter of confirmation signed by the Chairman of the board.

iv. Emergency & Visiting Faculty Hiring

When a vacancy occurs later than in the normal recruiting/hiring time-frame, the Dean of SOB/SOC may petition to conduct an emergency hiring. The duration and the nature of contract is decided depending on the requirement. Only in unusual circumstances will an emergency hire be made for more than one year.

A. ACADEMICS SEARCH & APPOINTMENT

Vice Chancellor, Deputy Vice Chancellor, Dean (School of Business and School of computing), Program chairs, DASS, Registrar along with HRD in coordination with other committees engages in Strategic Planning for Faculty positions which arise due to Resignation/Termination/ New Hiring requirements. To have an effective recruitment policy and procedure, HRD Team is involved in effective sourcing and shortlisting of candidates. The Faculty and Staff Search Committee (FSSC) is in place comprising of Vice Chancellor, DVC, Registrar, Dean (School of Business and School of computing), DASS, Program chairs and Head -HR, who will interview and hire the faculty along with a subject expert.

B. GUIDELINES FOR SEARCH & APPOINTMENTS

i. Undergraduate Level (School of Business & School of computing)

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for Rank distribution percentage for Full Time Faculty Members-Undergraduate Level (School of Business & School of computing) followed by SUC.

ii. Graduate Level (School of Business)

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 25:1 Student to Faculty ratio at all levels of Academic programs offered of SUC.

Refer to the below Table I for Rank distribution percentage for Full Time Faculty Members-GRADUATE LEVEL (SCHOOL OF BUSINESS) followed by SUC.

iii. Adjunct or Part Time Faculty

Part time members for the Undergraduate and the Graduate Program teaching the core courses and the concentration courses will be recruited as per the Full-time faculty member's requirement. The selection of criteria for General Education faculty will be as per the criteria mentioned above for the faculty recruitment.

a. ELIGIBILITY CRITERIA

As per Policy, Faculty members teaching in 100-200 level Undergraduate Program should hold the rank of Lecturer and above with teaching experience as given in the below mentioned table. To successfully continue teaching at Graduate Level (School of Business), required research and scholarly activities have to be maintained as per the below table II during SUC contract period.

1. Low-grade vacancies can be filled in cases when shortlisted candidates are meeting the eligibility criteria for higher-grades and there are no high-grade vacant positions.
2. If in case candidate has some exceptional contribution to the Academic and has earned some awards she/he may be considered for some higher positions even if the criteria are not being met.
3. The selection panel must recommend for exemption based on such evidences of exceptional performance.
4. Candidates are required to provide medical certificate at the time of selection.
5. Candidates are required to provide experience certificate from the previous organization along with proof of publications etc.

XII. SUPPORT AND FORMALITIES FOR SETTLING DOWN OF NEW EMPLOYEES AT THE TIME OF JOINING SKYLINE

A. OFFER LETTER

Once the offer letter is accepted by the candidate, the employment relationship begins. The offer letter includes the terms and conditions of employment, details on the Designation / Rank, Grade, Contract Validity, Contract Type, Probation period, Salary, Benefits & Perks, Annual Leaves, Work timings, Work start date etc. It is an initial communication mail of the processes involved hiring i.e. Reference check, attestation process, visa process, etc.

B. RECEIVING THE NEW JOINEE AT THE AIRPORT

The newly joined/ International exchange faculty is received at the airport and dropped at the place of accommodation. It is a gesture to welcome the new joinee/ International exchange faculty and ensure smooth start to new career at SUC. This is applicable to full time employees only.

C. INITIAL ACCOMMODATION

SUC provides accommodation for first month of employment in furnished Hostel Accommodation for the newly recruited Employee from outside of UAE.

The accommodation facility is applicable for newly hired employee relocating from outside the UAE and entering the country under the SUC's sponsorship only. It does not apply to employee hired within the UAE or who are requesting a transfer of sponsorship. This is applicable to full time employees only. In case the initial accommodation benefit is utilized for first month, the Accommodation allowance benefit shall start as per the tenancy contract date once employee vacates the official accommodation. This period is not as per joining date.

SUC offers its employee to stay in the internal hostel on a mutual agreement that govern the relation between the two parties as per the hostel rent agreement policy.

D. SETTLING DOWN LOAN POLICY

SUC provides salary advance to faculty recruited from outside of the UAE for meeting settling down expenses such as residence & the purchase of personal household items. This is applicable to full time employees only.

i.   On the day of joining, an advance amount to a maximum of one monthly Salary can be given to meet the contingency expenses. Salary is on the request to meet the initial expenses for faculty recruited from outside UAE.
ii. The repayment of the settling down loan will be four equal installments of 25% from the second month onwards.
iii. In case the staff Member resigns or the probation is not confirmed, the balance of settling down loan will have to be repaid to SUC with the immediate salary.

E. OFFICE & SUPPLIES ALLOCATION

Employees are allocated offices prior to their joining. A complete set of office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

F. OFFICE LAPTOPS AND DESKTOPS

An employee upon joining is allocated a laptop or a desktop based on the position requirements. The Laptop or Desktop and its accessories provided are the property of SUC and need to be maintained and used appropriately by every employee. Office Equipment's are allocated to be used within the premises of SUC. If the employee takes any such unit out of university, they will do so at their own responsibility. Any damage, repair, replacement or any other cost will have to be borne by the individual.

G. E-MAIL ID & TELEPHONE EXTENSION

The Employee is allocated SUC email ID and Password to use for all official communications. Telephone extensions are provided to every employee for communication. A contact List is shared with all the employees at the start of every month which has details of employees e-mail id's and telephone extensions to be used for internal circulation only.

H. PORTAL ACCESS

The new Employee is provided individual login id and password for various portals as applicable to them and trained to access the portal during orientation.

I. EMIRATES ID CARD

Once employee visa process is completed, the employee will receive the Emirates ID card. This needs to be collected from PRO and this is an official card / document to be carried all

the time with an employee in UAE, within or outside the organization. Emirates ID is issued by UAE government for a prescribed time and needs to be renewed timely along with visa renewal. This is applicable to full time employees only.

J. BANK ACCOUNT

SUC Finance Department will assist the Employee to open a bank account which will be done within 15 days after the completion of Visa stamping.

Documents required for bank account opening are as mentioned below:

   i. Duly filled and signed bank application form
   ii. Passport with visa copy
   iii. Salary Certificate

K. SUC ID CARD, BUSINESS CARDS & CAR STICKER

A new Employee will receive an SUC Identification Card with microchip for giving the Employee a full access of the University gates and respective offices as soon as his visa is already stamped. Identification Card can be obtained in the HRD. The card is the bearer's official University Identification and should be carried at all times. The card is non-transferable and is property of Skyline University College and should be returned to the HRD upon expiration and termination of employment. Loss of the SUC ID should be reported immediately to HRD. Upon joining, the University also provides Business Card for newly hired Full Time Employees and existing Full Time Employees. Prior approval should be taken from HRD for any additional information to be added on the Business Card.

L. OTHER SUPPORT & GUIDANCE

A new employee will be provided with the information and guidance as required with regards to settling down w.r.t opening Bank account finding a new accommodation in UAE, Family Visa, Schooling options in UAE for Children's Education. This information will be available in the "Induction Manual" for assistance. Initial accommodation is provided to any new employee joining SUC subject to approval.

M. EMPLOYMENT CONTRACT
i. Terms of Contract

All employees are expected to observe the professional standards and procedures set forth in Ethics, Work rules and Personal Conduct sections of respective Handbooks. Included in these standards are the expectations of the appointed employee to provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. Authenticity of the document submitted by the employee is solely the employee's responsibility. In any case, if the documents are found to be forged or fake then employee will be terminated with immediate effect and the employee shall not be eligible for any rights whatsoever. It also provides the guidelines of expected performance and contributions in effectively executing teaching & administrative responsibilities respectively and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community

ii. Format of Contract

The contract of appointment for the respective positions includes the following:

a. Job title of appointment
b. Grade
c. Job Status
d. Assignment Location
e. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary) *Administrative Allowance in case the faculty has any administrative responsibilities too.
f. Duration of Contract
g. Probation Period
h. Benefits- Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
i. Working Hours
j. Gratuity
k. Employment Recruitment and Repatriation
l. Medical & Sick Leave
m. Annual Leave
n. Unauthorized Absence from Work
o. Notice & Termination
p. Declaration
q. Responsibilities and obligation

*For details of all above refer to respective sections in the policy document.

Contracts with specific period shall automatically terminate at the completion of the period mentioned in contract. However, contracts may be renewed at the initiative and consent of the both parties six months prior to the expiry of the contract.

iii. **Duration of Contracts for Academics**
Initial duration of contract for above mentioned are normally for four years. Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each Faculty Member in the main areas of teaching, scholarly research and services to SUC & community. In case of a member has served as AAC member, the evaluations of the same will be considered based on VC recommendations, the initial contracts may be renewed/ discontinued.

iv. **Renewal and Non-Renewal of the Contract**
Renewal and Non-Renewal of employee contract is based on the organizational requirement, periodical evaluation of each employee and recommendation of the FES committee to Vice Chancellor.

After the employee signs a contract renewal letter it is taken as a confirmation for contract renewal. If an employee decides to deviate from the commitment by not renewing the contract SUC will be well within its rights initiate legal proceedings against such faculty unless it is an urgency on medical grounds or on death in family.

a. For Academics

The process of renewing term-contract is initiated six months before the maturity of contract. Decision is based on the organizational requirement as per the faculty ratio, goal setting and FES performance evaluation for the existing contract period and annual evaluations. HR then prepares the list of recommendation and forwarded to the AAC for review and endorsement. The final recommendations of either to renew or reject the Academic member's contract. Contract Renewal also depends upon certain parameters outlined in the separation policy. The VC reviews the personal file & based on AAC Evaluation Committee recommendation decides to extend or discontinue the contract for the next term. After the decision HRD informs the Academic Staff member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

The outcome of FES is one of the following:
1. A four/two years' renewal of the existing contract
2. To inform the non-renewal of existing contract
3. To serve notice of termination

Note: SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence and are subject to change as per law of the country and SUC requirements.

N. EMPLOYMENT VISA

i. New Visa

The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence. HRD shall coordinate with the employee for submission of documents required for processing the visa.

a. For Academics:

The SUC sponsors work visa for Full Time Faculty and Visiting Faculty (International). A work visa is processed only after an agreement of employment is reached between a prospective Academic member and the SUC, an appointment letter issued and an employment contract is signed between the Academic member and the SUC.

ii. Documents required for processing employment visa are:

a. Passport size photo (You can get digital passport size photograph with white background).

b. Mothers' Name.

c. Scanned colored passport copy

d. Scanned copy of all education certificates (10th Std., 12th Std., Bachelor or Degree Certificates, Master Degree Certificates and PhD Certificate (All Certificates should be supported with transcripts))

e. Personal details Form (Attached to be filled up)

iii. Procedure for applying Employment Visa
a. Before filing visa, Faculty members need to get all the credentials verified by HRD and submit soft copies of all applicable documents along with the

equivalency of highest education qualification. The Faculty member needs to fill up and submit the Security check form which is the first step to the visa process. Faculty member's security check process is initiated and once the security clearance is received as positive the Visa can be applied.

b. Faculty member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Academic member in the process.

c. PRO will initiate a security check process and get an approval from the authorities through an online system as first step to visa processing. Once approved, PRO will then apply for visa of the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.

d. For Academics, the visa is applied with immigration authorities and they will issue e-visa to the employee.

e. For countries like India, Nepal and Sri Lanka the visa is approved in the UAE but stamped and processed in respective countries if the employee needs to be hired from these countries. If the employee of above nationalities is already in UAE, then the previous mentioned process is followed.

f. After an employee enters into UAE on e-visa, the PRO will arrange for a medical checkup of an employee in authorized Medical Fitness Services Center.

g. Employee will go to a government hospital or medical clinic for a health check. The medical check is a blood test and chest X-ray for HIV, Hepatitis B, Hepatitis C, Tuberculosis (TB), Leprosy, and Syphilis. If results come back positive for any of those conditions, the person is deported with immediate effect. Therefore, employee should pass the visa medical examination from the authorized Medical Fitness Services Center before stamping the visa

h. PRO will then go to the Emirates ID service points after fill in the e-form at any typing center along with original valid passport and valid visa.

i. PRO should make an application for a residence visa (employment visa) to the immigration authorities.

j. PRO will go back to the General Directorate of Residency and Foreign Affairs (GDRFA) with all the necessary supporting documents to stamp the visa on the employee passport.

k. All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa.

i. Medical Report

a. After joining SUC the employee should submit original visa and original passport to HRD.

b. SUC will arrange for Health Insurance card of the individual employee and coordinate its attestation with the ministry of health. Cost of attestation will be borne by employee.

c. Employee has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.

d. For the eligible family Members, the employee has to process the Health card and medical certificate on his own.

a. Documents required for medical test:

1. Passport copy
2. Photograph as per requirement
3. Applicable Fee

e. Residence Visa For Family

Below documents are required for Family visa, SUC is not responsible for the same and an employee himself has to do the required. PRO will assist and guide during the process.

a. Attested Marriage certificate
b. No objection letter from the sponsor
c. Forms to be filled and signed by the sponsor
d. Relevant skilled certificates/ Degree (Attested)
e. Copy of Passport of family
f. Copy of passport/ Residency permit of sponsor
g. Tenancy Contract

Note: New Employee themselves have to process the above and bear the expense for family visa. However, guidance can be taken from PRO.

f. For employee recruited within UAE who are on employment visa with other institutions/organizations

a. The prospective employee is required to provide an NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry of Interior, General Directorate for Naturalization & Residence.
b. SUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
c. Employee will be required to fill in personal details form which contains information related to processing of residence visa.
d. SUC will then file for Employee work visa with the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.

g. Renewal or Non-Renewal of the Visa

The employee visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 2 years. The visa and Labor Contract (For Academic Support) is extended (renewed) if the employee continues to be in the services of SUC at the time of renewal.

The employee will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. SUC PRO will assist the employee in the process.

All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa.

After the employee signs a visa renewal letter it is taken as a confirmation for visa renewal. If an employee visa is renewed and if the agreement is terminated during the contract period within six months, visa charges incurred at the time of renewal will have to be refunded by the employee to SUC.

Note: Above visa section is not applicable to Adjunct/Part time Faculty / Staff and Student Trainees. SUC is not liable for their visa.

O. GOLDEN VISA

The UAE Government launched the golden visa with the purpose to retain talented people in the country who can contribute significantly to the UAE's economy. By eliminating the restriction of needing sponsor, individuals who meet the eligibility criteria can apply for this visa.

SUC Facilitate eligible employee to apply for Golden visa by issuing a no objection certificate. Employee seeking NOC from SUC need to follow below mentioned steps:

a. Submit an official application to HR department for approval.

b. Once approved by VC, no objection certificate issued.

In case SUC authorities approves to issue NOC following guidelines will be applicable:

i. The employee will bear full expenses of the golden visa.

ii. SUC visa will be canceled once the employee applying for golden visa receives a formal approval, and same is submitted to SUC HRD.

iii. The Employee undertake to follow SUC policies and procedures according to the signed employment contract. Same terms and condition of employment contract will be applicable.

iv. Benefits / allowances given to employee (Accommodation, Furniture, Tickets, and Group Medical insurance) will be as per SUC policy.

v. The Employee will share a copy of his new visa / ID and any other formal documents with HRD as and when required.

vi. In case Employee resigns or terminated, Gratuity and other benefits will be as per SUC policy and UAE law.

vii. In case the new visa is rejected for any reason from authorities, SUC will not be held responsible and employee will bear all expenses for SUC visa upon receiving SUC Management approval.

P. JOB DESCRIPTION:

HRD will introduce various functional Departments of SUC to the new Employee and orients them on services provided by various Academic & Academic Support Services Department. Academic Employee will be issued a job description along with Course list to identify the courses faculty can teach and Academic Support Services Employee will be issued a job description explaining their strategic, operational and other responsibilities. It is required of all employees to perform these duties professionally and ethically. Failing to comply which will be treated as breach of contract and necessary disciplinary action will be initiated.

XIII. EMPLOYEE PERSONAL INFORMATION

A. EMPLOYEE PERSONAL FILE

SUC maintains a personal file on each Employee based on the information provided by the employee. The personal file also contains the progressive record of the individual and it is updated on a yearly basis for any references. It is the responsibility of the Employee to notify the changes for updating the CV's and personal information as and when any changes occur in the current status of information and or SUC requirements.

The file consists of the following records:

S. NO.		DESCRIPTION
	INDEX	
PERSONAL RECORDS		
1	A	PERSONNEL DATA FORM
	B	MEDICAL HISTORY
	C	BUDDY LIST
	D	PASSPORT , VISA , EID
RECRUITMENT RECORDS		
2	E	RESUME/CV
	F	INTERVIEW FORM
	G	ORIENTATION CHECK LIST
	H I	EMPLOYEE ATTESTED QUALIFICATION RECORDS (HIGH SCHOOL & HND & DEGREES) , EQUIVALENCY
	J K	REFERENCES
JOB APPOINTMENT REALTED RECORDS		
3	L	OFFER LETTER
	M	EMPLOYMENT CONTRACT
	N	JOB DESCRIPTION
	O	PROBATION CONFIRMATION LETTER & CHECKLIST
	P Q	INCREMENT & PROMOTION LETTERS

4	R	Faculty Load
		PERKS RECORDS
5	S	ACCOMODATION ALLOWANCE
	T	FUNITURE ALLOWANCE PAYMENT SLIPS
	U	INSURANCE
		LEAVE RECORDS
6	VW	APPROVED LEAVE RECORD FY WISE /LEAVE AUDIT & LEAVE FORMS
		DEVELOPMENT RECORDS
7	XYZ	RESEARCH
	A	FDP/SDP ATTENDED
		EVALUATION RECORDS
8	B	FES/SES EVALUATION FEEDBACK
		AWARDS & LETTERS
9	C	**APPRECIATION, AWARDS & ACHIEVEMENTS LETTERS & PROMOTION**
	D	WARNING LETTERS OR ANY OTHER LETTER ISSUED TO THE STAFF MEMBER
	E	GRIEVANCE FORMS & COMMUNICATION
		SEPARATION
10	F	RESIGNATION/ SEPARATION
	G	RELEIVING LETTER
	HI	FULL AND FINAL
	JK	EXPERIENCE LETTER
	L	HANDOVER
	M	EXIT FORM
		MISCELLANEOUS
11		

Note: Softcopies of the above Documentations and other related records of employees are accessible in their portal.

B. **EMPLOYEE DATA DECLARATION FORM:**
Once the employee joins they are provided with a Joining Kit which consists of a format of CV & Data Declaration Format required at the time of joining. Employee is required to fill the details in the standardized format which is maintained in the Employee Personal File. According to the details provided at the time of joining employee is registered in the system and gets access to Organizational portal and any other department specific system interfaces. Employees are required to update their information annually every start of the new academic year.

XIV. PROBATION PERIOD

SUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of organization the employee is placed on probation for a period of six months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of SUC.

A. **PROCEDURE FOR EVALUATION OF PROBATION FOR AAC:**
   i.   For Academic AAC members:

   Note: Refer to Procedure for Evaluation of Probation for Academics. Additionally, they are evaluated on their administrative task performance by VC.

B. **PROCEDURE FOR EVALUATION OF PROBATION FOR ACADEMICS:**

   i.   Interim Students Feedback in 3rd or 4th week
   ii.   Final student's feedback as per the IE Calendar
   iii. Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
   iv.   Review of Research Committee in terms of Research Plan.
   v.   Review of Services Committee in terms of Services plan for coming Academic year.
   vi.   Review by Program chairs, Dean (School of Business and School of computing), DASS and HRD.
   vii. Based on DVC approval/ rejection HRD issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

C. **TERMS & CONDITIONS DURING PROBATION PERIOD**
   i.   All employees are hired on probation for the first six months of their employment. If an employee is on probation, SUC provides a minimum of 14 days written notice of the intention to terminate the employment contract.
   ii.   If an employee decides to resign during the probationary period, the employee must:
         a. Give 1 month notice if resigning to join another employer in the UAE, or
         b. Give 14 days' notice if the employee /plans to leave UAE.
   iii. SUC may agree to grant the employee a leave from his annual leave balance during the probationary period and the employee reserves his right to compensation for the

outstanding annual leave balance, if he does not successfully complete the probationary period.

iv. During the Probation period the newly hired employee will be entitled to all paid Government Holidays, and Health Insurance.

v. The employee must complete the Probation period successfully to be eligible for the SUC Benefit. No paid Leave / Annual Leave can be granted during Probation period. Leave can be taken in case of emergency during Probation only after due approval from the Vice Chancellor which extends the probation days by the total number of leave days availed.

vi. Confirmation of probationer is based on the recommendation of immediate supervisor and respective AAC member to Vice Chancellor based on various inputs.

vii. On confirmation, the employee is eligible for all benefits and additional perks from the date of appointment.

viii. In case of the probationer failing to successfully complete the probation period to the satisfaction of the management, in all respects, a letter of rejection is issued terminating the contract.

XV. COMPENSATION AND BENEFITS

SUC offers a competitive compensation package to attract well qualified and trained manpower to lead the academic administrative tasks and to raise the Academic standards as envisaged in the Vision & Mission of the SUC.

The purpose of SUC's salary compensation is to maintain:
1. Internal pay equity and bring consistency within and across the Members of SUC
2. Consistency in application of salary grade system
3. High degree of employee morale, motivation and performance through competitive salaries.

Employees are rewarded at every level based on their evaluation and major contributions to the organization.

A. SALARY COMPENSATION

i. Basis of salary compensation for Academic staff
SUC follows a systematic and organized method of salary structure based on well-defined job classification. The pay structure for Academics is established based on the following parameters:
a. Job analysis based on Feedback from FES
b. Current Industry Inputs
c. Government/ Ministry inputs
d. Academic standing/ Experience of Faculty members

ii. Components of Salary compensation for Academic staff:
The compensation package for Academic staff includes following components:

a. Basic Salary
b. Social Allowance
c. Communication and Transportation Allowance
d. Administrative Allowance (Applicable for AAC and other Faculty if required)
e. Benefits (Details are available in perks & benefit section)

iii. Salary compensation for Non-Regular Academic Members

Adjunct Faculty are remunerated based on the non-regular academic members' salary structure and the total credits provided.

iv. **Salary range as per Faculty rank**

Faculty Rank	Grade	Salary Range*	
		Min	Max
INSTRUCTOR	I11	9000	15000
SR. INSTRUCTOR	I12	11000	18000
LECTURER	F13	13000	22000
ASSISTANT PROFESSOR	F14	16000	25000
ASSOCIATE PROFESSOR	F15	19000	28000
PROFESSOR	F16	22000	32000

Salary range* Includes Basic allowance, Furniture allowance and Accommodation allowance

v. **Disbursement of salaries**
All salaries for Full Time employees are transferred to their bank accounts normally by 27 – 29th of each month unless weekend or any national holiday coincides with the date in this cases salary is transferred on next working day. For New employees the cash salary is paid by 01st working day of the following month.

For Adjunct Faculty members the salary is disbursed after seven (7) working days of the following month, depending on the verification of attendance from HRD & approval from Dean.

Final Payment for Adjunct Faculty members will only be given once course file is submitted and necessary clearances are obtained from respective concerned Departments. Course file needs to be submitted within one month of course completion and result declaration, failure to which will result in forfeiting the payment.

Documents related to payment of perks will be processed on the first Wednesday of every month and payment will be released on 3rd Wednesday of every month.

B. **FACULTY PERKS & BENEFITS**

i. **Additional credit hours payments for Academics**

Faculty member may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load. SUC doesn't routinely or persistently assign teaching loads to faculty in excess. In exceptional circumstances where teaching assignments in excess (overloads) are unavoidable, the overload is limited to one three-credit course per faculty member per year after due approval from VC. Any overload is compensated as per the policy given below:

Particulars	No. of Credits	No of Sessions	Remuneration
Undergraduate	3 credits	45	AED 8,000
Graduate	3 credit	45	AED 11,000
MQP	0 credits	21	AED 4,200
GRC	3 credit	45	AED 9,000

Policy Outline:

a. Additional Credit Contract of teaching will be given by HR on approval from Dean
b. Course includes the examination invigilation duty as well.
c. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
d. Faculty Member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.
e. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.
f. If the faculty member leaves organization during ongoing semester before completion of the additional course compensation will be paid for the additional credit hours on a pro-rata basis which is calculated based on the length of the dissertation supervision or teaching

ii. **Summer teaching load payments**

a. Undergraduate Level (School of Business & School of Computing)

The remuneration for summer payments will be issued in September based on finance payment calendar. Payment will be as per the policy and after they have completed the load in Fall and Spring for the Academic year.

Remuneration for summer Teaching Load is mentioned in the below table.

Particulars	No. of Credits	No of Sessions	Remuneration
Undergraduate	3 credits	45	AED 5,000

b. Graduate Level (School of Business)

The remuneration for semester payments will be issued in September based on finance payment calendar.

Remuneration for Summer Teaching Load is mentioned in the below table.

Particulars	No. of Credits	No of Sessions	Remuneration
Graduate	3 credits	45	AED 6,000

iii. **Official Transportation**

SUC provides fully air-conditioned transportation free of cost to the faculty members staying within the Emirate of Sharjah for initial year i.e., for 1 year from Faculty member's date of joining. Faculty members are picked and dropped from common pickup points to SUC in both the shifts. Faculty member's willing to avail the service of transportation should

fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package.

Note:

1. Reimbursement of any kind of transportation is not allowed unless it is preapproved by HRD.
2. Pickup and drop locations are decided by driver & Head of Finance Department and approved by Head HR after lot of consideration, keeping in mind convenience of most of the employees who are availing the official transportation. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained
3. Faculty staying within SUC hostel are not eligible for any transportation services.

iv. Medical Insurance

AAC: Faculty members with additional administrative responsibilities and their eligible dependents have premium Insurance Coverage. Eligible dependents should be in employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an Academic year.

Faculty Members: SUC provides Full Time Faculty members and their eligible dependents with medical insurance coverage. Eligible dependents should be in employees' visa sponsorship (spouse and three children up to 18 years) living in UAE as permanent residents for a period of not less than six months of an academic year. Medical Insurance is also applicable for Visiting Faculty members (International).

v. Initial Air Ticket Allowance

Faculty members recruited from outside United Arab Emirates are entitled to a Air Ticket Reimbursement upon joining SUC.

Policy Outline:
a. Reimbursements for the Air Ticket is processed when reciepts of payments and ticket is provided to the HRD within 48 hours of joining the organisation.
b. Reimbursement will be made up to the amount which SUC would have paid for the air ticket from the point of origin.

vi. Annual Air Ticket Allowance

Faculty members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country. Employee needs to produce proof of residency or house ownership for the organization to decide his/her point of origin in case his residency is from any other country than home country or the employee has an acquired nationality.

Policy outline:
a. Faculty members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC.
b. In case a Faculty member joins the Organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months tenure with

SUC while if Faculty members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.

c. Spouse and dependent children residing in UAE with a valid visa will be eligible. Faculty members and their families must provide documentary evidence of spouse and dependent children residing in UAE for more than six (6) months.

d. Faculty members and their families shall be eligible to economy class air ticket only.

e. Faculty members will be given the air ticket rates for his/her sector during the month of October.

f. The Faculty members will book their air tickets as per their own convenience and submit the air ticket & invoice to HRD for reimbursement.

g. The destination of travel for Faculty will be considered as per the address in passport. In case a Faculty member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount whichever is lesser amount shall be reimbursed.

h. The annual air tickets for family and self cannot be accumulated for subsequent use in later years. Encashment of ticket amount is not permitted.

i. If both husband and wife are working in SUC, the air ticket facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

j. For Air Ticket reimbursement submissions before 15th of the month will be paid in the same month and submissions post the cutoff date will be reimbursed in the succeeding month. The annual cut off date to apply for reimbursement is by 10th of September in every academic year. The benefit can not be carry forwarded and will forfiet if not claimed till the annual cutoff date and no exceptions will be granted.

k. Faculty member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Faculty member resigns from services.

vii. **Accommodation Allowance**

Accommodation allowance is paid to Employees of SUC as a compensation for housing expenses. The housing compensation allowance varies according to the grade of the AAC and Faculty member.

The accommodation will be paid to AAC and Faculty members as per the below mentioned details:

RANK / LEVEL	AMOUNT
Instructor	AED 21,000
Sr. Instructor	AED 21,000
Lecturer	AED 24,000
Assistant Professor	AED 27,000
Associate Professor	AED 30,000
Professor	AED 33,000

a. SUC AAC and Faculty members are paid an annual housing allowance in two equal installments.

b. Accommodation Allowance is paid only to AAC and Faculty members having the tenancy contract on their own name, and are required to submit a copy of valid tenancy contract to HRD. Employees staying on sharing basis will not be eligible for this benefit. Faculty members are advised to submit tenancy contract with HRD, if they want to avail the accommodation allowance.

c. In case the AAC and Faculty member is promoted to the next level, Accommodation allowance will be calculated pro-rata as per the eligibility of Accommodation allowance in the respective category.

d. At the time of payment AAC and Faculty member need to submit valid tenancy contract to HRD.

e. Female AAC and Faculty members residing with spouse and having contract in Husband's name will be eligible in case they are secondary owner in residence contract. Or on submitting an Undertaking from spouse's employer that they are not eligible for any accommodation benefit.

f. In case the initial accommodation benefit is used for first month, the Accommodation allowance benefit shall accordingly start as per the tenancy contract start date or as per the last date of stay in the hostel facility.

g. Accommodation Allowance will be paid based on the above table or the actual amount whichever is lower.

h. If both husband and wife are working in SUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

i. Faculty members can stay in the internal hostel as per the policy, the accommodation will be provided with all facilities like water, electricity and Wi-Fi.

j. Faculty members staying in internal hostel will not be paid any accommodation allowance and furniture allowance as per the procedures, and the hostel rent will be adjusted towards accommodation allowance.

k. In case Faculty member move out of the hostel followed by 2-month notification, he should submit a valid tenancy contract in their own names to be eligible to get accommodation and furniture allowance as per the policy.

viii.   Furniture Allowance For Academic Members

Furniture Allowance is extended to enable a Faculty member for settling down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of five years for existing and faculties joining, depending on the faculty grade mentioned in the table below. Subsequently payment will be paid after the 5th year.

DESIGNATIONS	AMOUNT
INSTRUCTOR	4,000
SR. INSTRUCTOR	5,000
LECTURER	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000

Policy outline:

a. After the second payment, the Furniture allowance will be due after every 5th year

b. Furniture Allowance is paid only to Faculty members having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing basis will not be eligible for this benefit

c. In case the Faculty member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.

d. Faculty member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the faculty member is on conditional basis, the furniture allowance will not be applicable.

> e. If both husband and wife are working in SUC, the Furniture Allowance will be disbursed to only one employee.

ix. Administrative Allowance:

Faculties with additional administrative responsibilities are provided with an additional amount as administrative allowance depending upon the nature of the role. This allowance is applicable and paid to them till they hold the position. Administrative positions are on rotational basis and administrative positions with Academic employees are for tenure of 5 years and can be renewed for one additional term maximum.

x. Conference, Research & Professional Development Fund
Please refer to "Research & Scholarly Activities Policies and Procedures Manual" for further details.

xi. Management Development Programs & Consultancy Work
Faculty members and researchers will be encouraged to submit proposals for management development programs and external consultancy work. SUC supports faculty members who are interested in getting training programs and project works by funding them for the initial research and training proposal submissions. Once the training programs and consultancy work is received the University shall pay honoraria commensurate at the rate of 70% of the project amount after deducting the expenses for the Individual/group provided the individual or group gets the project by their own efforts and the remaining 30% is retained by SUC. In case SUC procures a training program / consultancy work then the compensation shall be at the rate of 70% of the project amount after deducting expenses to SUC and 30% will be paid as honoraria to the individuals or group working for the training program or project.

xii. Loan Against Gratuity Policy
Faculty Members are eligible for Loan against gratuity when they have completed more than 7 yrs. of services. The criteria for the Loan Against Gratuity is on the following conditions:

a. Criteria for availing Gratuity Loan:
1. Purchase of land / house/ flats in the home country
2. Emergency medical treatment
3. Children's higher education
4. Children's migration
5. Fixed deposits
6. Marriage of Children

b. Procedure for availing the Loan against gratuity are as follows:
1. Faculty Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
2. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.
3. Faculty Members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.
4. Loan Approval will be at the sole discretion of the Management.
5. The Faculty Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be

produced from the bank where the salary is transferred or if letter is taken for any other bank.

6. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.

7. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.

8. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Faculty Members.

9. Faculty Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.

10. Faculty Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan Against Gratuity. The nominee will be eligible to receive only the difference amount if the loan against gratuity is not repaid in full at the time of final settlement of the employee in case of any emegency contingency.

11. Purpose of taking this loan should be clearly mentioned in the application form with sufficient proof of same. The application may be rejected in absence of any valid justification.

xiii. Employee Bonus

The employee bonus is a benefit paid to accomplishing employees who have exceeded the targets of performance goals approved at the beginning of the academic year, based on the following system of payment.

a. System of Payment:

1. Bonus amount of one-month salary of the employee shall be paid in the month of November each year along with annual increments.

2. If any staff leaves the organization, the bonus accrued at the time of leaving will be forfeited in full. It may also encourage loyalty of employee.

3. SUC retains the absolute Discretion at all times, to amend, cancel or discontinue the bonus schemes in part or in its entirety, without compensation, at any time. Employees should be informed if any such decision is taken, If the bonus scheme is amended, cancelled or withdrawn completely during the academic year.

xiv. Parking facility in SUC campus

The SUC's parking and traffic system is established to provide convenient parking for Employees, students and visitors and to facilitate the safe operation of all motor vehicles on property owned or controlled by the SUC.

Any member of the Faculty, Staff, Student Trainees or Student body who operates a motor vehicle on campus must register that vehicle with the SUC in order to receive a Car Sticker. Car Sticker will be allocated to all Faculty, Staff, Student Trainees or student

for them to have the University access in the main gates. Registration entitles a person to drive on campus and to park in designated parking spaces in the parking area only. It does not guarantee the availability or location of a parking space. Parking space is available on first come first service basis at the discretion of HRD. SUC is not liable for any parking space in case of unavailability of parking.

Parking is provided free of charge in designated areas on campus. All vehicles must be registered and have a valid SUC sticker in order to be parked on campus. Stickers may be obtained from the Administration office. Parking in SUC is done at owner's risk. The SUC at any given point of time takes no responsibility for any kind of damage or theft.

XVI. WORKING HOURS

i. **Working hours for Academics-Faculty & Faculty with Administrative Responsibility:**
SUC observes 36 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given for Academic Faculties.

ii. **Working hours for Academic Members with administrative responsibilities:**
SUC observes 36 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given for Academic Faculties.

AAC & Program chairs require additional time commitment beyond their normal working hrs. These positions are not eligible for any straight shifts due to the split schedule operations of SUC. The AAC members & Program chairs are academic employees with additional administrative responsibilities and are eligible for additional benefits & perks.

ACADEMIC MEMBERS WITH ADMINISTRATIVE TASKS WORK TIMINGS			
DAY	**MONDAY TO THURSDAY**	**FRIDAY**	**SATURDAY** *(For Weekend Duty only)*
STRAIGHT SHIFT	09:00 AM to 19:00PM	14:30 PM to 22:00 PM	09:00 AM to 17:00PM
SPLIT SHIFT	Morning Shift 09:00 AM to 14:00PM		
	Evening Shift 17:30 PM to 22:00PM		

Note: Working days are five in a week and any two days will be off days as per the duty schedule of individual employee. In case weekend duty is allocated, weekday schedule will be applicable and might vary. New labor law recognizes flexible working arrangements with mutual consent.

iii. **Working hours for Part Time Employees:**
Part Time Faculty and Staff needs to adhere to work timings as mentioned and agreed in their respective contract and schedules.

iv. **Working Offsite:**
   a. SUC may allow working from home (International/National) option in adverse situation to ensure safety and continuity of operation.
   b. Working hours will be the schedule as followed by others working from office.
   c. Staff will be required to LOG IN/OUT using the attendance portal.
   d. Concerned Department Head should ensure that staff is doing the required allocated tasks.

v. **Policy Outline:**
   a. It is mandatory for all Faculty Members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
   b. Faculty Member willing to alter work timings are required to do it after due approval from Dean (School of Business and School of Computing) and inform to HRD. Staff Member willing to alter work timings are required to do it after due approval from DASS and inform to HRD.
   c. All employees need to adhere to official work timings and report to work on time. Last minute information of Late coming or early leaving will not be entertained. Late coming or early leaving by half an hour or more without prior approval will result in disciplinary action. Non-adherence on more than 2 occasions in a month will be subjected to review and result in call for explanation and counseling by HRD. If non-adherence persists than for each 4 late comings in a month, there will be half day leave deduction from Annual leave. In case annual leaves are exhausted than such late coming will be considered loss of pay (LWP) and employee is required to give a written explanation.
   d. All the absences must be notified to HRD in advance in the form of duly filled leave form along with approval from Head of Department, Program chairs, Dean (School of Business and School of Computing), DASS, DVC and Vice Chancellor.
   e. In case of sick leave absence has to be notified to HRD and the leave form should be supported by medical certificate duly attested by competent authority. Frequent sick leaves will require an employee to submit fitness certificate from the doctor at their own expense and will be subject to review.
   f. If the leave form is not filled within the same day of leave or joining day, then HRD is authorized to deduct the leave from the balance annual leave in employee's account, which will not be reverted in any circumstances.
   g. Absence from office without information or pre-approval will result in disciplinary action.
   h. During Ramadan SUC observes timings as per guidelines of UAE government as per the policy.
   i. The decision to close SUC other than official holidays, alter basic workweek or standard work hour's rests with the Vice Chancellor or his nominee which is relevant for private sector announcement by the Government.
   j. Unless an official information regarding a holiday is not communicated to an employee it is considered SUC is working. In case holiday is subjected to moon sighting SUC may be compelled to change announced holiday at last moment keeping operations of university into consideration.
   k. The Adjunct Faculty Members are required to work based on the class schedule from Administration Department, total number of credits and additional hour of administrative work per credit as mentioned in their contract. The Adjunct

Faculty Members have to complete all task (Administrative / Invigilation duties) allocated to them during a particular semester.

l. The Adjunct Faculty Members are required to do the punching in and out of the Biometric System. Failure in adhering the same will result in deduction in their Salary unless information and approval has been obtained from HRD.

m. For all official meetings outside the SUC, HRD should be intimated at least 24 hours in advance. Last minute intimation to HRD/Dean (School of Business and School of Computing) will not be entertained. Employee is also required to make sure that the meeting is encoded in the CMS and required to submit report of the proceeding of meeting to Dean (School of Business and School of Computing) and HRD.

XVII. LEAVE POLICY

i. Leave Eligibility

The following is a broad outline of the leave system.

TYPES	LEAVES
a. Annual Leave	For Academics- 40 days within the Academic year. For Academics Support Services- 30 days within the Academic year.
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	60 days (45 days full paid and 15 days half paid)
d. Paternal Leave	5 days
e. Academic/Training Leave (Not applicable to Academic Support Services)	7 days
f. Compassionate / Bereavement Leave	5 days (if husband/wife dies) 3 days (if parents/siblings/child/grandparents dies) (Continuous)
g. Study Leave	10 days a year
h. Birthday/Anniversary	Half day
i. Religious Leave	Half day + Half Day (Cannot be clubbed together and availed as 1)

Note: Employee is eligible to avail all the above leaves only after probation confirmation.

a. Annual Leave

Employees are entitled for annual leaves as above in an Academic Year. The Academic Employees can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks or as per the University approved calendar Guidelines within one Academic year. Academic Support Services employees can avail their annual leave at one stretch during one academic year as per their department and organizational leave planning. Leave should be availed within one Academic year and cannot be carried forward to next Academic year, neither claimed in advance from forthcoming year. Leave not as per University Guidelines will be accommodated only

for emergency purposes and should have prior approval from the Dean (School of Business and School of Computing), Program chairs DASS, HRD, DVC and VC.

Any additional leave is taken beyond eligibility it is treated as loss of pay and deductions are calculated as per UAE laws. Any alterations in annual leave plans require prior approval from HRD. Entitled leave should be availed in total, if not, the balance shall be forfeited.

If the leave is taken on Friday and also on subsequent Monday, the weekends will be included in the leave making it a total of four days and will be treated as leave without pay. Employee can link Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as Annual leave as per the UAE labor laws

SUC may require the Employee to return to his place of employment prior to the end of their leave period when such return is deemed necessary for the proper performance of operations of SUC. The decision to call back Employee from the approved annual leaves rests with the Dean or his nominee.

Employees should plan their annual leave so as not to hamper the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management. Proper handover should be done and to make sure that leave applied is approved completely. Any employee extending of their leaves without completing the required procedure will be subject to disciplinary actions.

In case of separation, employee shall be entitled to earned leave payment on basic component of salary.

b. Sick Leave

In case of sick leave Employees are required to submit a Medical Certificate from a competent Authority along with leave form at the time of joining back to avail the eligible sick leave. If the sickness occurs outside the UAE, Medical Certificates issued by doctor/ hospital, must be attested by a government medical authority of the country in which the sickness occurs will be accepted as authentic after attested by ministry of foreign affair, UAE embassy. Any such certificate is subjected for review by SUC before acceptance and staff can be advised to get second opinion from SUC prescribed doctor. Medical Certificate should be submitted within five (5) working days otherwise, the leave will be deducted from the annual leave or considered as loss of pay.

An employee shall not be entitled to any paid sick leave during the probation period.

Sick Leave Pay:

S. NO	SICK LEAVE	PAYMENTS
1	First 15 Days	Full Pay
2	Next 30 Days	Half Pay
3	Any subsequent periods	LWP (Leave Without Pay)

Incase Employee takes 5 or more days of sick leave in a semester the HRD Department will take note of that and will be counseled accordingly.

Medical Certificate will only be considered provided that the same is issued by the authorized doctors if not, leave will be considered as annual leave. Employee on sick leave can be asked to visit a SUC prescribed doctor for second opinion if required by HRD.

c. Maternity Leave

A female worker shall be entitled to maternity leave with full pay for a period of sixty (60) days, including both pre and postnatal periods, the first 45 days are paid full and the remaining 15 days are at one half pay. A female worker who did not finish 1 year of service at the time of availing the maternity leave shall still be entitled the same maternity leave & benefits as per policy. SUC will allow clubbing of maternity leaves and annual leaves as per policy and procedure. Any request for extension of maternity leaves and additions of annual leaves will be based on valid attested medical certificate provided by the doctor. In case of miscarriage after six months of carrying, suffers a still birth, or experiences the death of an infant after birth entitles employee to maternity leave and pay. Employees who give birth to disabled or sick children whose health conditions require ''constant companionship' are entitled to an additional 30 days unpaid leave. Employees will have extended unpaid time off after exhausting maternity leave for pregnancy related medical condition up to 100 days.

Note: During the six (6) months subsequent to the date of delivery, the nursing employee shall be entitled to two additional break per day for nursing purpose the duration of each thereof not exceeding half an hour. Such additional period shall be deemed as part of the working hours and do not entail any deductions of the salary.

d. Paternal Leave

Male Employees shall be granted a fully paid paternal leave for 5 (Five) calendar days, during the first six months from the date of delivery of a living baby by his Wife, provided that the Employee provides such evidence thereto upon returning to Work.

e. Academic/Training Leave
Academic Employees are entitled for seven days leaves for them to undertake other appropriate related studies/training within the Faculty specialization and professional field. This can be availed once in tenure with SUC. Permission to avail such leave must be obtained in advance from HRD, Dean (School of Business and School of Computing) & with prior approval by the Vice Chancellor.

f. Sabbatical Leave
Faculty Members maybe entitled for a sabbatical leave which can be defined as a leave for the purpose of encouraging faculty members to engage in scholarly research or other activities that will increase their scholarly achievement or their capacity for service to the University. Eligible member who completed 5 years on service and upon Dean and VC approval may take a sabbatical leave for one semester up to 4 semesters (subject to approval). Benefits and compensation will on be decided as per VC recommendations.

g. Compassionate Leave/ Bereavement Leave
Employees are granted leave with pay not exceeding five days (continuous), in case of death of husband and or wife, and a period not exceeding to three days (continuous) in case of death of parents, child, siblings or grandparents.

h. Birthday / Anniversary Leave

An Employee on the day of their Birthday or Anniversary would be eligible for a half day's leave. This leave can be availed only on the day of the Employees Birthday or Anniversary day and not on any other day. An Employee is not allowed to club their Annual leave on the date of his Birthday or Anniversary. The date of Birth and Anniversary day shall be as per the records maintained by the HRD and should be submitted to HRD before 30th Sept every year.

All new Employees are required to apply for their Birthday or Anniversary Leave within one week after their probation confirmation.

Note: *Birthday / Anniversary leave are planned on semester basis so that faculty is aware of their class schedule at the time of planning their Birthday / Anniversary leaves. These leaves are subjected for approval of Dean* (School of Business and School of Computing)/*DASS, DVC, VC and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by SUC. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.*

i. Religious Leave

Employees are entitled for two half day leaves twice in an Academic Year to celebrate their religious festivals. The details of the same should be submitted to HRD before 30th September in case of confirmed employees and after confirmation for new employees.

Note: *Religious leave are planned on semester basis so that faculty is aware of their class schedule. These leaves are subjected for approval of Dean (SOB/SOC)/DASS, DVC, VC and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by SUC. This leave provision is available for non -Muslim employees only. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.*

j. Haj Leave:
Employees can avail once during his employment a special leave without pay to go for Haj (pilgrimage) which should not exceed 30 days. This period is not part of the employee's annual leave or any other leave which he is entitled to as per UAE Labor Law.

k. Study Leave:
Employees with more than 2 years of service who are affiliated or regularly studying with an approved UAE educational institution are entitled to ten working days of study leave per year to sit for examination.

l. Unauthorized Absence

Employees absent from duty without prior information will be considered as unauthorized absence. In case of such unauthorized absence the following conditions apply:

ii. Absence of 7 continuous days without information from the SUC will lead to Summary termination.
iii. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of Vice Chancellor. The application for such leave should be filed within three days of resuming duties, failing which the absence shall be treated as unauthorized leave. This occasional leave shall be deducted from annual leave.

iv.   Employees travelling out of country without intimation to the SUC will be treated as unauthorized leave

v.   Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave or will be considered as leave without pay based on approval.

m. Public Holidays:

The country officially observes the following public holidays: Hijri, the official state New Year; Gregorian New Year; Eid Al Fitr, a two-day celebration signifying the end of Ramadan; Eid Al Adha and Waqf, a three-day holiday; Prophet Mohammed's Birthday; Isru and Al Miraj and National Day. All workers in the country are entitled to these paid public holidays as per private sector announcement.

List of Public Holidays

1. Prophet Muhammad's Birthday Commemoration Day
2. National Day
3. National Day
4. New Year 2024
5. Eid Al Fitr
6. Arafat Day
7. Eid Al Adha
8. Islamic New Year

The public holidays declared by the UAE Government will be applicable to SUC and same will be communicated to employees through a notification by HRD.

Employees wishing to travel out of the country during public holidays and weekends are required to fill "Outstation information" form. This information is useful in case of any emergency or untoward incident during the travel. This is also important to contact the employee for any operational assistance required by the organization.

Employees travelling during the public holidays must report back on resumption of duty. Failing to report on duty on resumption will be treated as leave without pay.

Policy Outline:

The Employee is responsible for the following:
   a. No Short Leaves can be clubbed before or after individually along with National or Public Holiday. If an employee is on annual leave and public or national holidays fall in between then they will be counted in their annual leaves.
   b. Employee is required to arrange substitution of duties during any kind of leave in consultation with the respective Head of the Department a week prior to their leave. It is an employee's responsibility to get their leaves approved by the date given in the leave calendar.
   c. Any short leaves taken by the Employee should immediately apply after resuming of duty. Failing to do so within one day, the leaves will be automatically deducted from his / her annual leaves.

d. Employees are responsible to return from their annual leave on the due joining date and they are required inform through email or in person to HRD when they resumes duty.

e. Employees intending to avail of any leave should apply as per approved calendar in the portal as per deadline and in case of short leave at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.

f. Employees must fulfill all the application procedures before proceeding for any kind of leave and cannot proceed for any leave if the same is not approved or substitution is not arranged. In case employee leaves without prior approval this leave will be considered unauthorized leave and accordingly disciplinary action will be taken by HRD. The decision will be as per taken as per the UAE Labor Law.

g. All Leaves should be as per approved annual leave calendar before filing for approval of Dean (SOB/SOC) /DASS, DVC, VC.

h. Employees wishing to travel out of the country during Weekends or their off days are required to fill "Outstation Information" form.

i. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HRD will not be considered and deductions will be made as per policy.

j. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from Dean (SOB/SOC)/DASS, DVC, VC.

k. For Part Time Adjunct Employees, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Visiting Faculty Contract Employees who wish to avail leave have to take prior approval from Dean (SOB/SOC) & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.

l. Any leave taken by Adjunct or Part Time Faculty or Student Trainee will be deducted from their monthly payments as per pro rata basis. Adjunct or Part Time Faculty or Student Trainee Member service will be subject to summary termination if he/she absents from work without notice.

XVIII. FACULTY DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. The SUC believes that the majority of Employees work satisfactorily. However, in order to promote and maintain effective work ethics and practices, it is essential to lay down procedures to deal with those cases of capability, conduct, disregard of rules and regulations, which arise from time to time. The disciplinary procedures include identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the HRD by forming an adhoc Employee Disciplinary Action Committee consisting of Vice Chancellor, and one more Member is co-opted based on the nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

i. Categories

The three broad categories covered under the procedure are given below:

a. Dereliction of responsibilities
b. Indiscipline or Misconduct
c. Gross misconduct

When one of the above mentioned categories is found, an Employee will be subjected to this procedure, regardless of occupation, or position, may be warned, or dismissed by management in accordance with the provisions of this policy. The Vice Chancellor's determination of category for disciplinary action shall be reasonable, based on the provisions of this policy, and be factually supported. A single disciplinary action may include one or more categories.

a. **Dereliction of responsibilities**
   Disciplinary procedures would be applied after ensuring that the reason of the problem is related to negligence, motivation, and commitment of the Employee. Categories include but are not limited to:
   1. Failure to produce a sufficient quantity of work,
   2. Failure to produce work of acceptable quality,
   3. Failure to produce accurate work,
   4. Failure to produce work on time,
   5. Poor manner of work performance,
   6. Continued tardiness, absenteeism, or other abuses of leave

For problems related to inherent disciplinary issues, action would normally not be initiated without prior counseling and corrective measures being explored and given a chance. However, if it is established that the capability problem is related to the negligence, motivation or commitment of the employee, formal action will follow.

b. **Indiscipline or Misconduct**

Indiscipline or Misconduct occurs when an employee exhibits any severe or pervasive behavior and could result in discipline, including willful or negligent actions or behaviors by an Employee that are unacceptable in the employment context (either on or off the job), that may disrupt the workplace, and/or that may constitute abuse of any person for whom (or property for which) the SUC has responsibility. These include but are not limited to:
   1. Violence or other aggressive or disruptive behaviors,
   2. Illegal activities,
   3. Willful violations of Federal/State law or regulations or SUC policies
   4. Insubordination,
   5. Misuse of SUC property,
   6. Refusal or failure to carry out reasonable instructions
   7. Smoking in non-designated areas
   8. Distribution of unauthorized pamphlets or literature
   9. Breach of any of the SUC regulations
   10. Engaging in any other professional activity outside the SUC without the prior written consent of the Vice Chancellor
   11. Gambling in the premises
   12. Failure to maintain/obtain credentials or the falsification of credentials, or
   13. Professional misconduct.
   14. Breach of research ethics in research work

c. Gross Misconduct

Gross Misconduct occurs when an Employee's actions (or inaction):

1. Result in death or serious bodily injury, or create conditions that increase the chance for death or serious bodily injury, to employee(s), Member(s) of the public, and/or to person(s) over whom the SUC has responsibility, or
2. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
3. Theft of SUC property
4. Criminal offence
5. Creating negative influence on others
6. Instigating other staff members against policy
7. Indecent conduct
8. Taking any other paid employment or remunerative activity
9. Reporting for duty whilst under the influence of alcohol or drugs
10. Acts of incitement
11. Harassment or actual acts of discrimination
12. Breach of duty regarding confidential information
13. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
14. Taking gifts or favors from the employees to tilt the decision in their favor.
15. Failure to declare an interest which may be contrary to the best interests of the SUC.
16. Disrespecting colleagues, senior management or staff.
17. Employees are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean (School of Business and School of Computing). If any such incident will be considered as a Breach Contract and will lead to immediate termination with forfeiting of all benefits accrued till, then.

d. Corrective Measure
The level of action will depend on the seriousness of the offence. HRD will convene a meeting with the ad-hoc Employee Disciplinary Action Committee as mentioned above to decide the corrective measures. In case of decision of written warning or dismissal the HRD Head must hold a "Pre-Disciplinary Meeting" with the Employee to provide him an opportunity to address concerns before it makes the disciplinary decision. Other than the Committee one more Employee may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

1. Verbal Warning
Incidents which warrant formal disciplinary action that arise out of the Employee's work, omission, conduct, tardiness or absence record, will call for the employee being formally informed why his services are deemed unsatisfactory. The first warning, unless it is a serious matter shall be verbal.

2. Written Warning
Failure to heed the verbal warning and improve, or if the act is repeated, or a more serious offence is committed, or there is involvement in a subsequent but different offence, and which warrants disciplinary action will result in a written warning. The warning will also state that further penalty will be considered if there is no satisfactory improvement.

3. **Final Written Warning**

   In the event of failure to improve in spite of verbal & written warning and the conduct remaining unsatisfactory, or if the offence is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, a Final Written Warning shall be given to the Employee. When the final written warning is issued, the Employee is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

4. **Dismissal**

   The disciplinary penalty of dismissal with immediate effect will be applied when further misconduct is committed within the observation period of a final warning or where gross misconduct occurs. Disciplinary action taken against you will be based on the following procedure:

Offense	First Occasion	Second Occasion	Third Occasion	Fourth Occasion
Dereliction of responsibilities	Formal Verbal Warning	Written Warning	Final Written Warning	Dismissal
Misconduct	Written Warning	Final Written Warning	Dismissal	
Gross Misconduct	Dismissal			

In all other cases warnings will be issued for misconduct, irrespective of the precise matters concerned, and any further breach of the rules in relation to similar or entirely independent matters of misconduct will be treated as further disciplinary matters and allow the continuation of the disciplinary process through to dismissal if the warnings are not regarded.

e. **Authority to Take Disciplinary Action**

   1. The responsibility to deal and initiate disciplinary action including written warning would be with the Vice Chancellor in coordination with DVC, and Dean (School of Business and School of computing)/HOD, DASS & HRD.
   2. The responsibility to deal with final written warning lies with the Vice Chancellor, Dean (School of Business and School of computing), DASS & HRD.
   3. Vice Chancellor shall be responsible for dealing with dismissal cases.
   4. Disciplinary Action Committee in case of Academic Staff:
      Disciplinary Action committee will comprise of the Vice Chancellor, DVC, DASS & Deputy Director of Administration, who will coordinate with the HRD in case of any disciplinary issue so that the HRD can take action accordingly.

      Note – SUC may suspend employees for up to 30 days with one half pay during the disciplinary

XIX. APPEAL PROCEDURE

A. Introduction

SUC recognizes the need for appeals policy for Faculty and staff members who may wish to appeal for the review of the decisions by appropriate authorities. This appeal can be against the process of enquiry or non-compliance of policy or decisions which are non-commensurate to the offence. Otherwise, the staff may report a Grievance as per the Grievance Policy and Procedure for Faculty and Professional Staff.

B. Purpose

To enable the employees of SUC to exercise their right to appeal against decisions which are contrary to the policies and procedures laid down.

C. Grounds Of Appeal

This policy applies to Faculty and Staff members employed at SUC on a contractual basis and not to temporary or part time employees.

An employee may appeal for the review on following grounds:

   i.   Review of applications rejected for promotion contrary to the SUC Promotion Policy and Procedures.
  ii.   Review of rejected applications of current employees for appointments to advertised positions
 iii.   Decisions awarded by the committees which are contrary to the policy and procedures in the redressing the issue at hand
 iv.   Any biases that may have prompted decisions by the officials which are not within the framework of policy and procedures
  v.   Unsatisfactory decisions awarded while redressing the grievances.

D. Timeframe For Appeal

The Employee may appeal against the decisions within 15 days of receiving the decision or communicated through any appropriate media (email, SMS, telephonic conversation or any other appropriate mode) to the next higher authority.

The appeal committee shall give its recommendations to the Vice Chancellor within 15 days and the Vice Chancellor shall review the report and communicate the committee's decision to the appellant within 10 days of receiving the decision from the committee.

E. Formation of Appeals Committee

The Vice Chancellor has a right to form an adhoc employee grievance committee and appoint members based on the nature of appeal and expertise required for resolving the issue. The Vice Chancellor appoints the Chair of the committee to review the appeal. The committee shall consist of 3 or 5 members as required.

F. Responsibilities of The Committee

   i.   Upon receiving the appeal, the Chair of the committee calls for a meeting of members.
  ii.   The members review the decision and the relevant documents submitted to the committee.

iii.   Any additional information required will be sought from concerned department to have a holistic understanding of the issue.
iv.   The Committee reviews the documents related to the appeal and if necessary may invite the aggrieved party to hear the grounds of appeal and its justification.
v.   The committee evaluates the arguments of both the parties and submits the report to Vice Chancellor.
vi.   The Vice Chancellor communicates the decision of the Appeals Committee.
vii.   If the grievance is not resolved the matter will be referred to VC by the aggrieved party, the decision of the committee will be final for resolving the issue.
viii.   If still the matter is not resolved, the aggrieved party may search for alternative dispute resolution methods.

XX. GRIEVANCES POLICY

The Grievance Procedure provides guidelines for Employees to lodge a formal grievance/complaint against an injury caused in the due process of administrative operations, policy matters or individual(s) action to seek remedy within the SUC.

A grievance is a matter of concern for SUC therefore all matters brought to the notice of the management through the Grievance procedure are resolved in a professional manner. It must be noted that grievance procedure can only be invoked in cases as stated within the section "Definition of Grievance" below.

A grievance procedure is not a formal judicial proceeding and therefore is not required to comply with rule of evidence that is applicable in a court of law. To the extent that any provisions of this procedures conflicts with any applicable law, the superior law of the land prevails.

i.   Applicability
The Grievance redressal Procedure shall apply to Employees may seek redressal through this process.

ii.   Grievance Policy
A Grievance is a formal complaint made by an employee that his/her terms or conditions of employment at SUC, or ability to act in his/her professional or academic capacity at the SUC is significantly impaired due to serious violation as a result of one or more of the conditions listed below:

iii.   Violation of academic freedom as defined in this manual

a.   Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion
b.   Violation or misapplication of SUC contractual provision, practice, procedure, regulation or rule
c.   Violation of accepted standards of behavior in the workplace of the SUC as stated in this manual.

iv.   Timeframe for grievance Redressal
The Employee may apply for Redressal of the grievance within 15 days of receiving the decision or communicated through any appropriate media (email, SMS, telephonic conversation or any other appropriate mode) to the next higher authority.

The Committee shall give its recommendations to the HRD within 15 days and the HRD shall communicate the committee's decision to the aggrieved party within 10 days of receiving the decision from the committee.

v. Procedure of Grievance Redressal

The order in which adversarial parties may try to resolve their disputes is as stated below:

a. **Informal Attempts at Conflict Resolution**

Before a formal grievance is filed, a potential grievant should attempt to resolve the grievance informally with the concern parties or may take the help of arbitration within the SUC.

b. **Notice of Grievance**

If informal approaches to resolve grievance fails, then Employee with grievance must file a "Grievance form" available with HRD and must be submitted to the HRD. The "Grievance form" shall contain a concise statement of the reasons that led to the grievance. The statement must also specify the remedy. The grievant must file the notice within 7 working days of the grievance.

c. **Formation of an Employee Grievance Committee**

The Vice Chancellor in consultation with Head-HR shall form an Employee Grievance Committee of three (3) Members from a pool of eligible Employees who are not party to the grievance. The Vice Chancellor and Head-HR must ensure that the appointees to the Employee Grievance Committee are free from perceived bias, conflict of interest or such previous association with the issues that are raised by the grievance and/or hold close association with the parties to the grievance. No person must be involved in the pending grievance process that has rendered a previous judgment on parties to the grievance on hand.

The Employee Grievance Committee will receive a copy of the "Grievance Redressal Form" along with supporting documents filed by the parties to the grievance.

d. **Mandate of a Grievance Committee**

The responsibility of the Employee Grievance Committee is to recommend what action should be taken and suggests a time frame for compliance. In reaching its recommendation, the Committee should consider the relief requested by the grievant(s), but the Committee has wide discretion and may recommend appropriate relief within SUC Guidelines and Regulations.

The type and extent of relief by the Committee's discretion may be influenced by its views on factors such as:

i. Whether the violation was intentional or unintentional
ii. Whether the violation involved negligence or was a result of reasonable misinterpretation of responsibilities
iii. The likelihood of the immediate or possible future harm involved and its magnitude.

In case the Employee's continued presence would hamper or prejudice the investigation, the Employee may be suspended, for a period, which would be as brief as possible. The employee under suspension would not be allowed to enter the premises unless accompanied by a designated senior Employee. SUC may suspend

employees for up to 30 days, with one half pay during a disciplinary investigation. An employee will be entitled to reimbursement of all withheld pay if the employee is ultimately cleared of wrongdoing.

a. The Grievance Hearing

Once a "Grievance Redressal Form" (Available with HRD) has been appropriately filed and all necessary information has been included, the Vice Chancellor along with and the Head HR will convene the organizational meeting of the Employee Grievance Committee within three working days of receipt of notice from aggrieved party/parties to:

1. Elect a chair
2. Establish procedures necessary for a fair and orderly meeting
3. Forward a copy of duly filled "Grievance Redressal Form" to all parties against whom the grievance is filed
4. Solicit documents or other hard copy or electronic evidence from parties to the grievance

The manner in which the oral proceedings are conducted will be determined by the Chair of the Employee Grievance Committee in consultation with the Members of the Committee through the documentation of the proceedings. At the discretion of the Committee, parties and their advisors may be allowed to question the witnesses.

b. The Findings of the Grievance Committee

The proceedings of the hearing by the Committee shall be recorded and a report of its deliberations and its recommendations, specifying the rational(s) for its recommendations are submitted to the Vice Chancellor to help him arrive at final decision in the case. Once the Committee has completed its receipt of oral and written evidence, it shall meet in executive sessions to consider its conclusion and recommendations. In executive session, only Members of the committee shall be present. The Committee's recommendation must be submitted within five (5) working days of completion of its deliberations. Copies of the Committee's recommendations and report shall be forwarded to the parties of the grievance.

c. The Final Decision of the Vice Chancellor

The Vice Chancellor decision shall be submitted to the parties as soon as possible, ordinarily within five working days of receipt of the Committee's recommendations. The Vice Chancellor decision will be submitted to the parties in writing and sent to the office address of the parties at the SUC.

The Vice Chancellor decision in all cases will be final.

Unless confidentiality is waived in writing by all parties, participants are required to maintain confidentiality of the proceedings. Information concerning a grievance may be provided to appropriate officials of the SUC on a need-to-know basis. The person so informed shall be bound by the confidentiality requirements.

XXI. HANDLING OF LEGAL ISSUES

A. Introduction

SUC's most important assets are its employees. Staying competitive in educational sector and at any stage requires a strong relationship between a business' ownership and management and the rest of the workforce. Strong workplace relationships are grounded in positive corporate policies relating to employment as well as the adherence to state and federal laws regarding employee rights and protections. To maintain the good employee relations and harmonious working conditions, SUC resolve legal issues at the lowest possible level and take action positively. SUC forms an internal Legal Affairs Committee based on the requirement.

The internal Legal Affairs Committee may consult Legal Advisor / Consultant appointed by SUC on all legal matters based on the severity and the implications of the matter.

B. Formation of Committee

The Vice Chancellor has a right to form an internal Legal Affairs Committee and appoint members based on the nature or severity of the issue. The Vice Chancellor appoints the Chair of the Legal Affairs committee to review the issue. The committee shall consist of 3 or 5 members as required.

C. Responsibility of the Committee

The committee is responsible for identifying, reviewing the legal issues and also evaluates and investigate the cases presented to them for decision making. The committee also consults the Legal Advisor or Consultant to seek for professional legal assistance. (To be further updated by HR from HR policy manual)

D. Process Flow

a. The Chair of the Legal Affairs Committee and HR calls for a meeting of its members.
b. The members review the decision and the relevant documents submitted to the Legal Affairs Committee.
c. Any additional information required will be sought from concerned department to have a holistic understanding of the case / issue.
d. The Legal Affairs Committee and HR reviews the documents related to the issue / case and evaluates the opinions of both the parties
e. The Legal Affairs Committee and HR will consult the Legal Advisor or Consultant to seek for professional legal assistance before submitting the report to the Vice Chancellor.

Frequency and authority of review

Components	Preparation of Plans	Preparation frequency	Review frequency	Timeline	Responsible to implement	Reasons for amendment	Approval Authority
Legal issues policy	Legal Affairs committee	As and when required	Yearly	July	HR	Based on the Legal requirement	VC

XXII. FACULTY CODE OF CONDUCT

A. RESPECT UAE CULTURE

The culture in UAE has evolved from a deep-rooted belief in Islam, which is more than just a religion. It is a total way of life, which governs every activity and decision that is made in daily life. Keeping these cultural and religious concerns in mind and following the simple guidelines, it is possible to live very happily in the UAE. One should avoid contentious discussions about religion, the status of women and the politics of the Middle East. Everybody should remember that they are a "Resident Guest" of the United Arab Emirates and should be respectful of the culture and way of life here. By nature, locals are hospitable and extremely courteous. Aggression and rude behavior are seldom seen; authority and calm are the norm. All the Employees are expected to adhere to the decency code of UAE both in their personal and professional lives.

B. NO SMOKING POLICY IN SUC CAMPUS

SUC follows a No Smoking policy (Including vapes and electronic cigarette) at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium, multipurpose hall, toilets etc. which is as per the SUC rules as well as by law. A designated area is allocated for smokers within the premises of SUC. Employee must not smoke in front gate of the University or the main entrance. HRD personnel may pay a surprise visit anytime. Employee disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the Employee.

C. PROHIBITION OF ALCOHOLIC DRINKS AND NARCOTIC DRUGS IN SUC CAMPUS

SUC does not allow or authorize anyone to bring in any kind of alcoholic drinks or narcotic drugs into its premises for consumption and storing; and furthermore prohibits any person under intoxication to enter or remain in the SUC. Violations will be viewed seriously and result in immediate suspension / expulsion / termination.

D. FACULTY DRESS CODE

Male Employees are expected to wear Formal wear i.e. pants/trousers, business shirts with a tie along with formal shoes. Preferably jackets should be worn when the weather permits.

Female Employees are expected to wear pants/trousers, dresses & skirts which are on or below the knee with formal shirts or tops with a formal Jacket. Blouses, Shirts, Tops or jackets covering upper arm is considered to be appropriate.

Note:
   a. Friday wear for all employees is plain blue / black denims along with SUC Polo Shirts provided by SUC. Friday Dress Code will remain same even in case of any internal or external meetings on that day
   b. 2 SUC Polo Shirts are given in a year; any additional requirement will have to be purchased additionally.
   c. It is mandatory to wear the SUC Polo Shirts every Friday at all levels and should wear proper shoes. Shoes which are striking in colors or sandals are prohibited.

   Don'ts: Patched/ Rugged jeans, Printed/ Check shirt or Tee shirt, Bright / Glossy clothes, Captioned/ Pattern Tee shirts are not permissible.

E. EMPLOYEE PERSONAL PROPERTY

SUC is not liable for any loss of, or damage to personal property brought into the premises by the employee. It is expected from the employees not to bring personal items of value to the premises and, in particular, not to leave any items (cars, personal laptops, luggage, etc.) overnight without prior permission from HRD.

F. PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, Faculty Members must subscribe to high standards of professional conduct. Membership in the academic community imposes upon the students, Faculty Members and administrators an obligation to respect the dignity of others, to acknowledge their right to express differing opinion and to foster and defend intellectual honesty, freedom of enquiry and instruction, and free expression.

Faculty Member must comply with the standards and principles of conduct set forth in this Policy & Procedure Manual. Faculty Member will be informed promptly by Dean in written of any allegation of unprofessional conduct made against him/her. Complaints of unprofessional conduct, professional dishonesty, lack of professional integrity, professional unethical behavior will be investigated and appropriate action taken.

a. Faculty Members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, Faculty Members must show due respect for the opinion of others.

b. Faculty Members must acknowledge the academic contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.

c. The Faculty member shall at all-time faithfully serves Skyline University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of SUC.

d. Faculty are engaged in reviewing the programs and work towards development of contents of the curriculum and also participate in developing new curriculum for proposed programs and courses.

e. The faculty members apart from their teaching theoretical aspects of the course are also required to supervise and guide the instructor and students for lab works.

f. Faculty members shall participate in search and recruitment of faculty members appropriate to area of specialization. They are expected to be a part of screening committee, interviewing committee and evaluation of peers

g. Non-residential faculty is also required to perform all the roles and responsibilities of full time faculty with respect to their area of specialization

h. All faculty members are expected to be a part of IE committee and contribute to streamlining the operations and improve the effectiveness of academic planning and delivery

i. The Faculty member agrees to obey promptly all directions and lawful orders given by the Vice Chancellor or his nominee.

j. The Faculty member shall not at any time whether during or after the termination of the agreement impart or disclose any information as to the business or affairs of SUC to anyone other than as directed by or with the consent of the Vice Chancellor or his nominee in so far as may be required by a court of competent jurisdiction. The Faculty member shall uphold the interest of SUC to the best of ability and shall do nothing to prejudice them at any time whether during or termination of agreement.

k. In case of termination of his services, the Faculty member will not take up any employment or start any business, which would directly or indirectly affect the business of SUC for a minimum period of one year.

l. The Faculty Member's job profile includes additional administrative duties, maintaining students, academic and other records physically and in system, allocate time for solving student problems related to the subject, invigilation duties, as well as advising services to the allocated students. In addition to the allocated teaching hours Faculty is required to carry all other administrative task allocated.

m. The Faculty Member are required to follow the established Faculty Evaluation System of the SUC, Meeting the deadlines based on the Academic Calendars, submission of course files and course teaching allocated on each semesters.

n. To maintain regular communication with the Discipline Leader, Dean, DVC and Vice Chancellor of SUC.

o. To be familiar with the SUC Policies and Procedures and abide by them at all times.

p. To have an understanding that SUC provides Academic Calendar, and reserves the right to postpone, amend, or cancel classes if the minimum class size policy is not met by giving an appropriate notification in advance. In this case the allocated courses will be changed on prior notice.

q. All copyrights and/or design rights in any work created in the course of or under this agreement shall belong to SUC.

r. The Faculty Member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.

s. Faculty members are discouraged to defame colleagues or involve in any act of disparaging SUC.

t. Faculty members are required to participate in activities in promoting SUC which includes plan and conduct of Seminars and workshops and participates in exhibitions as assigned by the Vice Chancellor from time to time.

G. PRESENCE & ABSENCE AT WORK PLACE

Except for the approved leave, absence due to official assignments outside SUC or other official exemptions, Faculty members are expected to participate in the administrative work of SUC throughout the Academic Year. All the employees are expected to follow the official timings. If the same is not done without prior permission the absence is considered as leave and is subject to deduction from the balance annual leaves of the employee.

All Faculty Members are required to be available on campus during the official working hours of SUC all year around. Faculty members may take leave of absence for professional development with written authorization from Vice Chancellor or in case of emergency, but must inform Vice Chancellor and Human Resources Department. Absence or non-adherence to office hours will be subjected to disciplinary action.

H. OUTSIDE EMPLOYMENT

A Faculty Member at any point of time during the contract period with SUC is not eligible for any part time or full time job outside SUC. He may be employed at any other institution or in industry off campus only with the prior written authorization from the Vice Chancellor.

I. PROHIBITION OF HARASSMENT

Harassment in any form be it gender, race, color, religion, age, nationality, disability or any bullying or any verbal, physical or psychological violence and other factors prohibited by law is strictly prohibited at SUC both at the work place and off the premises, including social activities conducted or sponsored by SUC.

a. Sexual Harassment

Sexual harassment is defined as unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submissions to such conduct is either explicitly or implicitly a term or condition of an individual's employment, submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or such conduct has a purpose or effect of

unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Sexual harassment can occur between individuals of opposite sex or the same sex. Sexual harassment may include, but is not limited to intentional physical conduct that is sexual in nature, such as touching, pinching, patting, sexually oriented gestures, noises, remarks, jokes or comments about a person's sexuality or sexual experience, repeated unwelcome requests for romantic relationship and displaying pictures, posters, calendars, graffiti, objects, promotional materials, reading materials or other materials that are sexually suggestive, sexually demeaning or pornographic. Basing an employment decision or implying that it will be based on an employee's submission to or rejection of sexual overtures is prohibited.

b. General Persecution

General Persecution is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of gender, race, color, religion, age, national origin, disability or any basis prohibited by law, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance, creating an intimidating, hostile or offensive work environment or otherwise adversely affecting an individual's employment opportunities. Harassment may include but is not limited to verbal abuse, ridicule including slurs, epithets and stereotyping, offensive jokes and comments, threatening, intimidating or hostile acts and displaying or distributing offensive materials, writings, graffiti or pictures.

c. Procedure

When any employee believes that he/she has been subjected to prohibited harassment or has questions concerning the policy, he/she must notify the Head HR immediately.

Employees are encouraged to report potential harassment before it becomes severe or pervasive. Reports will be investigated impartially and appropriate corrective action if any will be taken including discipline for inappropriate conduct. Complaints will be handled confidentially, except as may be necessary for investigation and resolution. This policy prohibits retaliation, harassment or other adverse action because of making a complaint, assisting in an investigation, opposing harassment or otherwise exercising rights protected by law.

J. CONFIDENTIALITY OF INFORMATION

Unauthorized dissemination of information is considered to be both harmful to individuals as well as to SUC.

a. **Employment Information**

The details of an employee's terms of employment and compensation should be treated as confidential matters and not disclosed to other employees, students, their spouses or parents, except deemed necessary.

b. **Employer Information**

Faculty members may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card

numbers, and similar documents. Such confidential information shall be used solely by Faculty members in the performance of their job duties for SUC. Faculty members shall not, without the prior written consent of SUC, use, disclose, divulge, or publish to others any such confidential information acquired in the course of their employment. Such confidential information is the exclusive property of SUC and under no circumstances whatsoever shall employees have any rights to use, disclose or publish to others such confidential information subsequent to the termination of their employment.

Unauthorized use or disclosure of confidential information may result in disciplinary action, up to and including immediate termination, prosecution, or other available action.

Upon termination of employment, employees must return any confidential information, including all copies of such documents prepared or produced in connection with their employment at SUC pertaining to SUC's business or the employee's services for SUC, whether made or compiled by the employee or furnished to the employee in connection with such services to SUC.

All information that:
1. Is or has been acquired by the employee during, or in the course of your employment, or has otherwise been acquired by the employee in confidence,
2. Relates particularly with SUC business or that of the other person with whom employee have dealing of any sort.
3. Has not been made public shall be confidential, and employee shall not at any time, whether during the course of work or after separation with SUC, disclose such information to any person without written consent of concern authority.

XXIII. SEPARATION POLICY

Separation includes retirement, resignation, non-renewal of contract, dismissal due to adequate cause related to academic non-performance, breach of contract, indiscipline, moral turpitude, discontinuance of an academic program, and financial exigency. These Guidelines apply to conditions whereby an Employee, whether on initial or reappointed contract, may be separated from employment with the SUC prior to the expiration of an Employee's contract or resignation.

The VC has an authority to recommend the dismissal of the employee on the grounds mentioned below:

A. RESIGNATION

Academics:

1. The contract may be terminated by the Employer without cause by giving to the other party at least one semester notice or pay in lieu of notice in case of Academics.
2. The contract may be terminated by the Employee at the first day of the semester starting by giving the other party at least one semester notice or pay in lieu of notice. If the Employee terminates the contract in between an ongoing semester, the succeeding semester is considered as the notice period.

Policy outline:

1) In case of resignation organization has right to decide on the last working day of employee considering the academic calendar and full and final settlement and benefits will be paid till the last working day.
2) All the pending benefits forfeit as soon as Employee resigns from services.
3) Employee resigning from the services is not eligible for any pending tickets. Booked air tickets which are reimbursed but not availed will have to be paid back to SUC.
4) Employees discontinuing their services with the university, has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.
5) In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Employees.
6) Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.
7) In case the faculty has undertaken any dissertation, addditional credit, summer courses during notice period, payment for same will be done along with the end of service benefit upon submission of clearance form.
8) If an employee avails any loan facility from any bank and has taken salary undertaking letter from SUC, then the employee is responsible to submit bank clearance to HRD as part of their clearance process.
9) Gratuity will be paid as per UAE Labor Law. All termination entitlements must be paid to employees within fourteen days after the termination date
10) Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by the VC.

B. DISMISSAL

This Contract may be terminated by the Employer without notice and forfeit of all the benefits if the Employee:

a. Commits any gross or repeated breach of his/her obligations.
b. Is engaged on probation and is dismissed during the probationary period or on its expiry.
c. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
d. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
e. If they fail to perform their basic duties and continues to do so despite written warning to them by the Vice Chancellor or his nominee.
f. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
g. Is convicted of offence involving honor, honesty or public morals and order.
h. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
i. Is discovered to have made or given false statement or document to SUC.
j. Is found under the influence of alcohol or drugs during working hours.
k. Is found to have defamed the SUC or the Management.
l. Is found to be working against policy and procedure of SUC.
m. Additional grounds for "for-cause" termination, including where an employee:
    1. Abuses their position for profit or personal gain; or

2. Commences work for another employer without complying with the applicable rules and procedures.

    n. Notice period of employees is

        i. 30 days for employees with up to five years' service
        ii. 60 days for employees with between 5 and 10 years' service
        iii. 90 days for employees with 10 years' service or more.

i. ASSURANCES

The SUC policies and procedures on employee dismissal ensure:

a. The rights of the individuals are protected under these policies and procedures.
b. Dismissal shall not violate the rights of the individual under applicable UAE laws.
c. The threat of dismissal will not be used to restrain Employees in exercising their academic freedom.
d. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
e. The principal of natural justice and due process will be adopted to give fair chance to the Employee to defend wherever applicable.
f. Employees are entitled to one day of unpaid leave per week during the notice period to look for new employment.

ii. JUSTIFICATIONS

Dismissal may be justified by one or more of the following:

a. **Adequate Cause**

Dismissal for adequate cause may include grounds related to dishonesty, demonstrated professional incompetence in teaching or research, grounds related to substantial neglect of professional or academic responsibilities and personal misconduct, breach of contract, indiscipline, & moral turpitude affecting directly or indirectly the community or SUC. The dismissal is done by giving one semester of notice or in lieu of pay as per the clause "Notice and Termination" of the contract is justified except in case of adequate cause.

b. **Procedure for Dismissal for Adequate Cause**

The dismissal of Employee due to adequate cause requires formal notification in writing to the affected Employee by the Vice Chancellor. The notice should inform the Employee of the decision to dismiss and the specific ground for dismissal.

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Employee in his/her Professional capacity as an instructor or researcher, personal misconduct, the Employee can be suspended with immediate effect by the VC. The Vice Chancellor in consultation with Head-HRwill constitute an ad-hoc Employee Disciplinary Action Committee to establish the facts of the case. The ad-hoc Employee Disciplinary Action Committee shall offer the Employee the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to the Vice Chancellor for approval.

Should the SUC decide to dismiss the Employee, he/she will normally receive salary and benefits until the effective date of dismissal as per UAE law.

C. **DISCONTINUANCE OF ACADEMIC PROGRAMS**
   Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

   i. **Procedure for Dismissal due to Discontinuance of an Academic Program**
   Before recommending discontinuing an academic program the Dean shall deliberate with VC and on the basis of their recommendations and educational considerations present the closure of the Academic Program to the VC who will present it to the Board of Trustees for final approval.

   The decision to discontinue an academic program can be made by the Board of trustees only. Termination of Employee appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of trustees by the Vice Chancellor. The discontinuance requires affirmative vote of the Board of Trustees.

D. **FINANCIAL EXIGENCIES**
   Termination of employment is justified by a demonstrated and bonafide financial crisis that threatens the continuation of one or more academic programs in their present form.

   i. **Financial Exigency Declaration**
   The declaration of an exigency requires that the dismissal of the Employee is likely, even if such dismissals are not imminent. When the Vice Chancellor of the SUC believes a bona-fide financial exigency exists, he/she shall promptly advise and consult with the Board of Trustees. The decision to approve financial exigency can be made only by the Board of Trustees.

   ii. **Retrenchment**
   After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Vice Chancellor and BOT or AAC is mandatory.

   A retrenchment plan must be developed and approved by the Vice Chancellor. If acceptable, Vice Chancellor will present it in front of the Board of trustees. Termination of Employee's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with Vice Chancellor.

   The Board of trustees may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However, reconsideration to re-employ some of the employees terminated due to financial exigency as per the discretion of the Vice Chancellor is possible. This will supersede the contract terms and EOSB will be as per labor law.

E. **DEATH OF AN EMPLOYEE**
   All the procedure, processes, payments etc. in case of Death of an employee during the term of contract are as per UAE Labor Law.

F. **SETTLEMENT & CLEARANCES FORMALITIES**
   i. **Payment of Salaries and Benefits in Case of Separation from Employment**

In case an Employee is separated from employment under Dismissal Justified by Adequate Cause, the Employee's salary shall be terminated effective upon the date of dismissal. As per labor law Employee resigning from the services is not eligible for any pending benefits not availed in the Academic Year. All the pending benefits (Air ticket, non-accrued annual leaves, furniture allowance) forfeit as soon as Employee resigns from services. In case of SUC terminates an Employee will be eligible for repatriation ticket for Employee alone who is under SUC Visa. In case of visa transfer employee's subsequent employer is responsible for his repatriation.

If an Employee's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Employee's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa. In all cases, final settlement for employees will be calculated as per the implemented law governing the relation between employee and employer like UAE labor law. All the entitlements must be paid to employees within 14 days after the termination date.

ii. **Handover and clearances**

In case a Faculty Member is separated from employment, they should prepare and forward their Handover Checklist confirmed by DVC, the Dean of respective school (School of Business and School of Computing)/, Program chairs, DASS, HOD and Head-HR and approval of the Vice Chancellor. The Faculty member needs to get clearance from the concerned Departments and submit the clearance form along with duly filled Exit Interview Form to HRD for processing the Full and Final Settlement. As soon as the resignation is accepted or termination / dismissal is communicated following documents need to be submitted by the employee to HR for clearance purposes:

    a. Employee has to submit their family visa cancellation document (incase family is sponsored by the employee)

    b. Passport

    c. Emirates ID

    d. Insurance card

    e. Skyline ID

    f. Employee handover

Full and Final Settlement will only be released after clearances from respective departments, submission of the above documents and submission of stamp visa in their passport if change of status and ticket submission if returning to their home country.

XXIV. ACADEMIC TITLES AND REQUIRED QUALIFICATIONS

SUC aims to bring together a team of highly dedicated Faculty Members who are capable of contributing to the educational needs of the SUC and of society at large. In addition to fulfilling the general criteria, Faculty Members described in the following sections and must meet specific requirements for each title in order to be appointed or promoted to that title.

Faculty Members It's a term encompassing those who are involved in teaching / Education process (Some time with Administrative Responsibilities).

i. Vice Chancellor

The **Vice Chancellor** reports to the BOT and this position requires the individual to Chair AAC and handle all responsibilities pertaining to academic as well as academic support services operations of SUC. To fulfill overall academic and related administrative responsibilities the Vice Chancellor shall oversee and co-ordinate the academic and academic support services affairs so that stipulated academic standards are maintained and the performance of the administrative units are monitored. Motivate faculty & staff members to function efficiently & effectively. The Vice Chancellor shall coordinate overall strategic planning development, implementation, review as per strategic direction and operations of the academic and academic support services departments, ensuring academic integrity are followed within the guidelines of all policy and procedures. Vice Chancellor is also responsible to make sure all procedure is followed as per accreditation standards and is responsible for maintaining and reviewing the accreditation status from time to time in accordance to state and federal regulations. The Vice Chancellor provides leadership for faculty members, staff, and students in meeting the Mission of SUC.

The Vice Chancellor also oversees the functions of Institutional Research & Quality Assurance Office which is a vital unit to improve and maintain the institutional effectiveness by introducing best practices that help the institution to achieve desired quality standard in academics and academic support services.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full time teaching experience in a University or worked in SUC at the rank of Professor Level with a proven track records in academics & research work. The appointee should demonstrate exceptional leadership and consensus building skills in development, implementation, maintenance & advancement of the university. The Vice Chancellor is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.

Please refer Eligibility Criteria for Vice Chancellor under "Guidelines for Search and Appointment"

ii. Deputy Vice Chancellor

The Deputy Vice Chancellor reports to the Vice Chancellor and assists the VC in handling the responsibilities pertaining to institutional planning for both academic and academic support services operations. The Deputy Vice Chancellor provides direction and leadership for institutional growth and development with foresight in academic programs and satisfaction of services to the students and employees. The Deputy Vice Chancellor also ensures liaising with the various national and international regulatory and licensing agencies in higher education.

DVC collaborates with Dean of both schools and promotes the development of the faculty to manage SUC's academic activities through the most effective and cost efficient use of its

resources within the institution's learning resources framework and policies. The Deputy Vice Chancellor assists the VC in supervising the day to day operations.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. \
The candidate must have at least seven years of full time teaching experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three 3 publication in B category in last 4 years and must have effective teaching experience. Must have proven records of services rendered to academic institution and society. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally
Please refer Eligibility Criteria for Deputy Vice Chancellor under "Guidelines for Search and Appointment"

iii. Registrar

The **Registrar** oversees various services offered to students at SUC and supervise the activities of Administration and Examination department thus supporting the institution in achieving its Vision and mission. **Registrar** is responsible for monitoring student progression and takes necessary actions to address the student's grievances. **Registrar** ensures the adherence of policies and procedures by all the students, staff and faculty to help SUC to achieve overall student satisfaction. **Registrar** monitors students discipline in the campus and hostel facility and also ensures the safety and security of both facilities.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than ten years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor and above level with a proven track records in academics & research work. The appointee is responsible for operational management and administrative direction of administration and examination functions. The Registrar is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.
Please refer Eligibility Criteria for Registrar under "Guidelines for Search and Appointment"

iv. Dean- School of Business (DSOB)

The **Dean of School of Business** is responsible for planning and executing the academic activities of the institution in collaboration with the Vice Chancellor. He is also involved in providing guidelines to faculty and oversee their performance meets the academic standards of the institution. The Dean of School of Business also coordinates with the academic support services to ensure smooth operations that provides conducive learning environment. The Dean of School of Business is responsible for preparing the academic plan for Programs to achieve the vision and mission of SUC. This exercise is carried out as per the strategic directions and the gaps identified after analyzing previous academic operations. Based on the academic planning, yearly, semester and Quarter operation plans for academics, learning resources and human resources are prepared which are further disseminated to respective departments for implementation. Dean of School of Business also coordinates with IR and QA office in maintaining academic standards as per MOE and coordinate in the accreditation process and development of new academic programs. Dean of School of Business explores the possibilities of developing SUC academic standards in line with the national / international academic standards.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full time teaching experience in a University or worked in SUC at the rank of

Associate Professor and above level with a proven track records in academics & research work. The appointee should have administrative experience of overall academic planning & development of Business Programs. The Dean is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.

Please refer Eligibility Criteria for Dean-School of Business under "Guidelines for Search and Appointment"

v. **Dean - School of computing (DSOC)**

The **Dean of School of computing (DSOC)** is responsible for planning and executing the academic activities of the School of computing in collaboration with the Vice Chancellor. He is also involved in providing guidelines to School of computing faculty and oversee their performance meets the academic standards of the institution. Dean of School of Computing also coordinates with the academic support services to ensure smooth operations that provides conducive learning environment. The DSC is responsible for preparing the academic plan for School of computing programs to achieve the vision and mission of SUC. This exercise is carried out as per the strategic directions and the gaps identified after analyzing previous academic operations. Based on the academic planning, yearly, semester and quarter operation plans for academics, learning resources and human resources are prepared which are further disseminated to respective departments for implementation. Dean of School of computing also coordinates with IR and QA office in maintaining academic standards for the school of computing as per MOE and coordinate in the accreditation process and development of new School of computing programs.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than fifteen years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor and above Level with a proven track records in academics & research work. The appointee should have administrative experience of overall academic planning & development of Computing Programs. The Dean is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term.

Please refer Eligibility Criteria for Dean-School of computing under "Guidelines for Search and Appointment"

vi. **Director - Institutional Research, Quality Assurance, Outreach And Accreditation (D-IRQAOA)**

The **Director of Institutional Research, Quality Assurance, Outreach and Accreditation** oversees the functions of Institutional Research & Quality Assurance Office which is a vital unit to improve and maintain the institutional effectiveness by introducing best practices that help the institution to achieve desired quality standard in academics and academic support services. This unit also completes the preparation of documents for accreditation, application for new programs, ranking, listing, articulation, etc. The director is responsible for implementing & monitoring of Strategic & Operational plan by each department and quality checks & risk management aspects for all departments. The director assists departments and committees in preparing the policy and procedure. It undertakes the responsibility of designing, electing and evaluating the Feedback system, IE tools of the institution and provides inputs to the decision makers. It is also aims at determining the best practices that help in enhancing quality in academics and academic support services and internal benchmark. The Director of Institutional Research, Quality Assurance, Outreach and Accreditation Office supports the implementation of overall strategies of the institution and support the Vice Chancellor in day to day operations of the University.

An appointee to this position must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The appointee must have more than ten years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor and above level with a proven track records in academics & research work. The appointee is responsible for operational management and administrative direction of Institutional Research, Quality Assurance, Outreach and Accreditation department. The DIRQAOA is appointed for a period of five years and depending on the performance evaluation, the appointment may be renewed for another term

Please refer Eligibility Criteria for Director - Institutional Research, Quality Assurance, Outreach and Accreditation under "Guidelines for Search and Appointment"

vii. Program Chair

A faculty member with administrative responsibilities to support Dean Office work. The rank of Program chair is usually attained by appointment or nominated within SOB/SOC for both programs. From Assistant Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least five years of full time teaching experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three referred publication and two reputed conference presentations and must have effective teaching experience. Must have proven records of services rendered to academic institution and society. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally.

Note: *Please refer Eligibility Criteria for Program Chair under "Guidelines for Search and Appointment"*

viii. Head of Research And Innovation

Head of Research and innovation position is usually completed by appointing or promoting from Assistant Professor or equivalent after a positive evaluation of performance during the review period and meeting the required criteria for the position. An appointee to this position must hold a doctorate in required filed with a professional experience related to Dept. work as per the requirement. The Candidate will be allocated a teaching load as per the requirement.

The candidate must have at least 10 years of full time teaching experience at the level of Assistant Professor or more in a University or worked in SUC at the rank of Assistant Professor for at least five years and must have a total teaching experience of ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least six referred publication and two reputed conference presentations and must have effective teaching experience. Must have proven records of services rendered to academic institution and society.

Note: *Please refer Eligibility Criteria for Head of Research and Innovation under "Guidelines for Search and Appointment*

ix. Head of General Education

Head of General Education position is usually completed by appointing or promoting faculty within Department itself or equivalent after a positive evaluation of performance during

the review period. An appointee to this position must hold a related degree doctorate / Master in required filed with a professional experience related to Dept. work as per the requirement. The Candidate will be allocated a teaching load as per the requirement.

The candidate must have at least seven years of full time teaching experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of publication (As per the rank) in B category in last 4 years and must have effective teaching experience. Must have proven records of services rendered to academic institution and society. Those who are appointed / selected for this position can go through a normal selection process or can be nominated internally. *Note: Please refer Eligibility Criteria for Head of General Education under "Guidelines for Search and Appointment*

x. **Regular Academic Members**

The following are the job titles of full time Faculty positions at SUC. These positions are filled based on the vacancies arising, rank wise requirement of faculty by ensuring to fulfill the student Faculty ratio requirement of SUC.

a. **Professor**

The rank of Professor is usually attained by appointment or promotion from Associate Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a Doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least fifteen years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor for at least five years and must have a total teaching experience of fifteen years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field, demonstrated by evidence of at least four referred publication and three reputed conference presentations and must have effective teaching experience. The candidate must have proven records services rendered to Academic Institution and society.

Note: Please refer Eligibility Criteria for Professor under "Guidelines for Search and Appointment

b. **Associate Professor**

The rank of Associate Professor is usually attained by appointment or promotion from Assistant Professor or equivalent after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience.

The candidate must have at least five years of full time teaching experience at the level of Assistant Professor in a University or worked in SUC at the rank of Assistant Professor for at least five years and must have a total teaching experience of ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three referred publication and two reputed conference presentations and must have effective teaching experience. Must have proven records of services rendered to academic institution and society.

Note: Please refer Eligibility Criteria for Associate Professor under "Guidelines for Search and Appointment

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications A & B Category + Conference)
Associate Professor	7	10 (3 publications in B category in last 4 years)

c. **Assistant Professor**

The rank of Assistant Professor is usually attained by appointment or promotion from Lecturer after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate in the discipline of his specialization or have the requisite professional experience. The candidate must have at least five years of full time teaching experience at the level of Lecturer in a University or worked in SUC at the rank of Lecturer for at least three years and must have a total teaching experience of seven years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three referred publication and two reputed conference presentations and must have effective teaching experience. The candidate must have proven records of services rendered to academic institution and society.

Note: Please refer Eligibility Criteria for Assistant Professor under "Guidelines for Search and Appointment

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications A , B and C Category + Conference)
Assistant Professor	5	7 (3 publication in B & C category in last 4 years)

d. **Lecturer**

An appointee to this title must have completed the Doctorate Degree or Master's Degree in the discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience of at least five (5) years in teaching at higher education level shall be preferred.

Note: Please refer Eligibility Criteria for Lecturer under "Guidelines for Search and Appointment

e. **Sr. Instructor**
An appointee to this title must have completed the Master's Degree in the General Education discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience in teaching of at least three (3) years at higher education level shall be preferred.

Note: Please refer Eligibility Criteria for Senior Instructor under "Guidelines for Search and Appointment

f. **Instructor**

An appointee to this title must have completed the Master's Degree in the discipline. The appointee must demonstrate promise of professional growth in his/her field and the potential to achieve excellence in teaching. The candidate with experience in teaching at higher education level shall be preferred.

Note: Please refer Eligibility Criteria for Instructor under "Guidelines for Search and Appointment

A Faculty Member with higher qualification and better credentials can be appointed at a lower rank if a vacancy exists in the lower rank only and similarly a person not matching the specified criteria may be considered for appointment on ad-hoc basis for higher rank under exigent circumstances. The decision to bypass the predetermined standards temporarily for certain appointments or promotions rests with the VC during non-availability of suitable Faculty.

g. **Lab Instructor**

This position is attained by selection. The rank on this level must hold a Diploma in Computer Science, Information Technology, Engineering or other relevant with at least 3 years of relevant experience or a Bachelor with 2 years of relevant experience is required. Current industry certifications such as Microsoft, Cisco, Security/Networking, Server, and/or Hardware certifications may be preferred.

A staff member with higher qualification and better credentials can be appointed at a lower rank if a vacancy exists in the lower rank only and similarly a person not matching the specified criteria may be considered for appointment on ad-hoc basis for higher rank under exigent circumstances. The decision to bypass the predetermined standards temporarily for certain appointments or promotions rests with VC during non-availability of suitable staff.

xi. **Non Regular Academic Members**

a. **Visiting Faculty (International)**

A person who has experience of working with accredited University may be appointed as visiting faculty on an annual contract. The qualifications and requirements shall commensurate with similar appointments to Full-Time Faculty ranks.

Faculty recruited under this contract is treated as a full time faculty. The Visiting Faculty in this category if he wishes, will be provided visa, subsidized accommodation, and transportation. Visiting Faculty Members will have a full teaching load and should complete all tasks (Academic administrative work / invigilation duties / Academic Advising / Services to Community & SUC) allocate to them during a particular semester. Visiting Faculty are required to participate in research works like the full time faculty members and contribute services to SUC & community during the Academic Year.

A person who is on sabbatical break from full-time teaching for more than one year will be considered and hired as a full time faculty only.

The university actively supports a program of faculty exchanges between domestic and foreign universities. The benefits to the University from this program are manifold and include (1) wider experience for our faculty members teaching in new and different

environments; (2) broader exposure for our students from visiting faculty members; (3) expanding reputation of the University in the quality of its students and faculty; and (4) increased opportunities for faculty to meet and work with colleagues in different institutions. The costs to the universities involved are minimal and, certainly in the case of domestic exchanges, nil, since each institution will continue to provide salaries and fringe benefits for its own faculty members. This arrangement, furthermore, will greatly facilitate exchanges and provide for minimal interruption to individual careers, earnings, and accrued benefits, such as time toward sabbatical leaves, pensions, etc.

Faculty exchanges are not limited to exchanges with other universities and colleges but may be arranged with industrial firms, government agencies, businesses, and such, where both parties involved may benefit from the exchange.

Guidelines:

1. Appointments of faculty being exchanged must be approved by departments and colleges of the institutions concerned. Each institution involved in the exchange shall continue to pay the salary and fringe benefits of its own faculty member, who will simply be considered on assignment elsewhere. Faculty exchanges shall normally be at the same or equivalent rank, with clear advantages in the exchange to both institutions. Faculty members shall retain academic rank during the period of the exchange and may be designated as "Visiting Professor, Associate Professor," and such, at the host institution. Work assignments will be determined by the host institution and agreed to by all parties in advance of the exchanges.

2. Upon final approval of the exchange by the discipline leader, the dean of the school, and the Vice Chancellor, a contract shall be initiated by the HR department at least six weeks before the visiting faculty member's expected arrival or commencement of activities on the campus. This contract is necessary so that the visitor and the University will be covered by the University's liability insurance during the visitor's residence. The contract shall indicate the visitor's rank, beginning and ending dates of residence at the University, and department or other unit in which the visitor is engaged in teaching or research.

   SUC will provide the following,
   a. *The Visa, to and from economy class air tickets.*
   b. *A Single occupancy hostel accommodation in campus with basic amenities.*
   c. *The Honorarium as per policy and procedure for teaching*

   The university academic and grading requirements as per policy and procedure.

   Note:
   a. *Please refer to the "Recruitment and Selection" for hiring criteria of visiting faculty members.*
   b. *Please refer to Research and Scholarly Activities Policies and Procedures manual for the research work requirement of full time faculty.*

b. **Adjunct Faculty**

An Adjunct Faculty is appointed on hourly basis. Adjunct Faculty Members will be remunerated as per lecture or session conducted and can be engaged for up to a maximum of 6 credits per semester for UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF COMPUTING) and maximum of 6 credit for GRADUATE LEVEL (SCHOOL OF BUSINESS). Adjunct Faculty are required to give at least an hour of Administrative duties (for every 3 credits / course allocated) for counseling and other student requirements.

Policy Outline: *Visiting and Adjunct Faculty Members required qualifications for teaching any course are identical to a full time faculty as mentioned above. They are encouraged to contribute to conduct research as well as services to community and SUC. However, their evaluation shall be based only on teaching effectiveness component of the FES.*

xii. **Graduate Assistants**

SUC with a sound Graduate assistant should be able to improve the educational experience for undergraduate and graduate students alike, as well as enhance the research potential of its graduate programs. Students, departments and the University as a whole are beneficiaries of quality graduate assistantship programs when such programs are well conceived and executed.

The primary goal of Graduate assistant is to augment the student's educational objectives and to assist in the prompt and successful completion of the student's degree program. The student and the department share a central responsibility in the student's education. The graduate assistant is clearly a student who, while making progress in the degree program, has special opportunities to receive experience in a profession under the supervision of a faculty mentor.

It is the responsibility of Deans to facilitate this process along with Faculty members to attend the goal of education.

XXV. FACULTY WORKLOAD

A. Faculty Workload –AAC - Academic Members:

AAC - Academic Members							
Designation	Teaching Load/ week	Preparation time / week	Advising / Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week	Community Services hours / week	Total work hours
Vice Chancellor	NA	NA	NA	6 hours	29 hours	1 Hour	36 hours
Deputy Vice Chancellor	6 hours	6 hours	6 hours	6 hours	11 hours	1 Hour	36 hours
Dean-School of Business	6 hours	6 hours	6 hours	6 hours	11 hours	1 Hour	36 hours
Dean-School of Computing	6 hours	6 hours	6 hours	6 hours	11 hours	1 Hour	36 hours
Registrar	6 hours	6 hours	6 hours	6 hours	11 hours	1 Hour	36 hours
DIRQAOA	0	0	0	6 hours	29 hours	1 Hour	36 hours

B. Faculty Workload -Full Time – Undergraduate Faculty (School of Business & School of Computing)

Full Time Faculty – Undergraduate Level – Fall and Spring Workload (School of Business & School of Computing)							
Designation	Teaching Load/ week	Preparation time / week	Advising hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week	Community Services hours / week	Total work hours
Professor/ Associate Professor/ Assistant Professor	12 hours	12 hours	2 hours	6 hours	2.5 Hour	1.5 Hour	36 hours
Lecturer	12 hours	12 hours	2 hours	6 hours	2.5 Hour	1.5 Hour	36 hours
Sr. Instructor	15 hours	15 hours	2 hours	-	2 hours	2 hours	36 hours
Instructor	15 hours	15 hours	2 hours	-	2 hours	2 hours	36 hours

Full Time Faculty – Undergraduate Level – Summer Workload (School of Business & School of Computing)								
Designation	Teaching Load/ week	Preparation time / week	Independent Study	Advising hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week*	Community Services hours / week	Total work hours
All ranks opting to teach in Summer	14 hours**	10 hours	1 Hour	2 hours	9 hours	0	0	36 hours
Not opted for Summer teaching	0	0	0	2 hours	15 hours	17 hours	2 hours	36 hours

Administrative hours allocated as per the Faculty workload shown in the above table include the time required to perform duties related to academic quality assurance activities, committee memberships, curriculum development, faculty recruitment, marketing activities and delivering training workshops. The total number of office hours include advising hours and administrative hours.

** During the Summer Semester, each 3-credit hours course is delivered based on 7-contact hours

C. Faculty Workload -Full Time – Graduate Level

Full Time Faculty – Graduate Level – Fall and Spring Workload						
Designation	Teaching Load/ week	Preparation time / week	Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week*	Community Services hours / week	Total work hours
Professor/ Associate Professor	9 hours	9 hours	3 hours	6 hours	7 hours	2 Hour	36 hours
Faculty Members with Administrative position	6 hours (3 release hrs.)	6 hours	6 hrs.	6 hours as per rank	11 hours	1 hour	36 hours

Full Time Faculty – Graduate Level – Summer Workload (School of Business & School of Computing)						
Designation	Teaching Load/ week	Preparation time / week	Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week*	Community Services hours / week	Total work hours
Professor / Associate Professor	14 hours**	10 hours	2 hours	10 hours	0	0	36 hours
Not opted for Summer teaching	0	0	2 hours	15 hours	17 hours	2 hours	36 hours

Administrative hours allocated as per the Faculty workload shown in the above table include the time required to perform duties related to academic quality assurance activities, committee memberships, curriculum development, faculty recruitment, marketing activities and delivering training workshops. The total number of office hours include advising hours and administrative hours.

** During the Summer Semester, each 3-credit hours course is delivered based on 7-contact hours

D. Faculty Workload -Full Time with Administrative Position
Faculty members holding administrative responsibilities will be remunerated extra or given release hours. Faculty member will hold administrative position until informed officially by letter of withdrawal and applicable remuneration will also be withdrawn accordingly.

Full Time Faculty with Administrative Position							
Designation	Teaching Load/ week	Preparation time / week	Advising / Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week	Community Services hours / week	Total work hours
Head of Research and Innovation	9 hours	9 hours	NA	12 hours	5 hours	1 Hour	36 hours
Program Chair-Undergraduate	9 hours	9 hours	6 hours	6 hours	5 hours	1 Hour	36 hours
Program Chair-Graduate	9 hours	9 hours	6 hours	6 hours	5 hours	1 Hour	36 hours
Head of General Education	9 hours	9 hours	6 hours	6 hours	5 hours	1 Hour	36 hours
Faculty Members with Administrative position	9 hours (3 release hrs.)*	9 hours	2 hours	6 / 0 hours as per rank	8 hours	2 / 7 hour As per rank	36 hours

Faculty members holding administrative responsibilities will be given release hours as per above table. A Faculty member remains holding administrative position until withdrawal of administrative duties and informed officially by letter. In such a situation, the administrative component of the remuneration will also be withdrawn with effect from the date of letter.

Research work is done by the faculty members as per Research and Scholarly Activities Policies and Procedure Manual.

E. Teaching Load for Visiting (International) - Undergraduate Level (School of Business & School of Computing)

S. No	Particulars	Credit Hours/Semester
1	Visiting Faculty (International)	12

F. Teaching Load for Visiting (International) - Graduate Level (School of Business)

S. No	Particulars	Credit Hours/Semester
1	Visiting Faculty (International)	9

G. Teaching Load for Adjunct Faculty - Undergraduate Level

S. No	Particulars	Credit Hours/Semester
1	Adjunct Faculty-Part Time	6

H. Teaching Load for Adjunct Faculty – Graduate Level

S. No	Particulars	Credit Hours/Semester
1	Adjunct Faculty-Part Time	6

I. Internship / Graduation Project and Dissertation Guidance

The Internship / Graduation Project **and** Dissertation , are integral parts of the program of study in the curriculum. The objective is to enable the students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of Dissertation, Internship or Graduation Project is supported with study of the research methodology.

SUC recognizes that guidance and supervision provided by faculty for Dissertation, Internship or Graduation Project and other forms of teaching will be accounted for in faculty workload calculations. The calculation of workloads includes any classes that are split into sections, and takes into account the workload implications of classes taught in the morning, evenings and/or on weekends.

SUC policy establishes a faculty workload allocation for Dissertation, Internship or Graduation Project supervision that is included in calculation of workloads and states limits for student supervision and advising being part of the normal teaching load.

The workload for the faculty member supervising internship/ graduation project will be calculated as one credit for four students and the workload for supervision of thesis / dissertation will be calculated as one credit for each student. The faculty member may be allocated a maximum of 6 students at a time for dissertation supervision.

Policy Outline:
a. The Program Chair- convenes meeting with respective Dean and faculty members from respective discipline for allocating faculty supervisors to all prospective candidates'.
b. Graduate faculty members, who have been allocated workload for thesis / dissertation guidance are expected to provide guidance to the allocated student(s) as per the Dissertation / Thesis Manual and syllabus.
c. The Faculty Supervisor is responsible to enter the attendance in the ERP system.
d. Allocated supervisors meet prospective student(s), to know about their proposed idea and guide and orient them for dissertation and refinement in proposal.
e. The Faculty Supervisor convenes **Final Dissertation Open Presentation** by the student involving an External Evaluator, Internal Evaluator from same discipline and a Supervisor. The Program Chair submits all students' evaluation reports to respective Dean with final outcome to check the completion status

J. Additional Credit Hours

Faculty member may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load. SUC doesn't routinely or persistently assign teaching loads to faculty in excess of their load. Any overload is limited to a maximum of one course of three-credits after due approval from VC.

Note: Refer perks payment section for further details

XXVI. AAC-ACADEMIC MEMBERS ROLES AND REPSONSIBILITIES

i. **Roles and Responsibilities of Vice Chancellor**
    a. **Planning Function**
        1. The Vice Chancellor facilitates the development of the Institutional Strategic Plan and executes the strategic plan on a yearly basis so as to achieve specific

long-term goals and strategic directions in line with the vision, mission and purposes of the University.

2. Vice Chancellor is the custodian of the institution and responsible for achieving the strategic plan through the available resources and maintain the academic excellence as envisioned in the institutional mission statement

3. Vice Chancellor provides inputs for the development of the institution on a long term basis by proposing areas of new programs, strategies of increasing enrollment, expanding geographically, managing the operations and building the brand image so that the institution is recognized in the Society and attracts the student and corporate community to remain on a path of sustainable growth.

4. Vice Chancellor reviews the progress of strategic plan on regular basis so as to ensure that all the departments adhere to the institutional policies.

5. Vice Chancellor ensures provision of required infrastructure for learning support services that enhances learning environment.

6. Vice Chancellor ensures the corporate relations are built so that the industry interaction with the SUC students and academicians is continued on a regular basis and also ensure the placements for jobs and internships for SUC students.

b. **General Functions**

1. Directly reports to the Board of Trustees and advises on matters of university policy and seek the Founder Chairman's advice on matters of concern to the faculty.

2. Shall be available for consultation and advice to members of the faculty, to students, and to members of the university community on matters within the jurisdiction of the faculty.

3. Assist in maintaining harmony in the institution among all the stakeholders and resolve problem relating to faculty members, student and staff

4. To oversee the work of all IE committees of the University Faculty and approve the proposals of all committees on merit

5. To seek approvals on new initiatives or discuss questions raised by faculty members on educational policy by the Board of Trustees

6. To encourage staff development and a high level of staff performance and seek approvals for initiatives on training and development

7. Development and implementation of Institutional policies and procedures for increasing effective functioning and stakeholder satisfaction

8. Review Ministry Submissions and Liaison with MOE & other officials for new programs and accreditations

9. Overall review and management of different units through developing, implementing and reviewing Institutional effectiveness and feedback system

10. Ensuring quality control in all aspects of the university's academic programs and related activities.

11. Review, approve and sign Articulation agreements with local & international Universities

12. To ensure recruitment of faculty and staff of good caliber that can contribute to the institutional vision

13. Approval of all plans including marketing plans and seat allocation, institutional Budgets, Risk Management and Institutional calendars

14. Approval of Student progression, retention and graduation

15. Plan, Implement and Review Employee Performance evaluation system and coordinate with HR for grievances handling.

16. Student Grievances handling with DAC.

17. Present the annual reports / fact books to the VC
18. Ensure steady revenue flow for sustainability and growth of the institution
19. Delegate/ assign responsibilities and authorities to various individuals and committees of SUC
20. Review IE reports at regular intervals and suggest changes for implementation
21. Review Feedback reports and suggest changes for implementation
22. Review and suggest changes in vision, mission and institutional goals
23. Prepare and ensure implementation of strategic plan
24. Review institutional planning and budget
25. Evaluate the performance, compensation and retention of all employees.

ii. Roles And Responsibilities of Deputy Vice Chancellor

1. Directly reports to the Vice Chancellor
2. The Deputy Vice Chancellor will work with Vice Chancellor in providing leadership within the University and delivering the University strategy to become a world top 200 university.
3. To coordinate for annual planning and closing, monthly and semester review if all department under the purview.
4. To lead and manage the operations of the university to achieve strategic directions in coordination with VC.
5. Work with VC on developing a strategic vision of academic and academic support services
6. Commitment to proactively engage in exploring and chairing senior appointment committees in external organization.
7. Manage the procurement and development of learning resources.
8. Lead and direct the deans and marketing of academic programs and initiate new vistas in academic.
9. To network with national and international facilitators for training and development of SUC employees and students.
10. Attendance leadership workshop
11. DVC will be acting as vice chair of AAC by virtue of his designation and chairs the AAC meetings in the absence of VC
12. Work with the College's senior leadership and faculty - and across the wider university network to articulate, share, and help realize strategic academic goals.
13. Establish and advise on educational structures and processes to maintain a culture of academic excellence and collegiality that fosters inter-disciplinary and the integration of teaching, learning, engagement, and research.
14. Lead on curriculum development and innovation, advising on learning goals and teaching and assessment strategies; as well as on wider aspects of the student academic journey (marketing, admissions, orientation etc.) as appropriate.
15. Oversee the academic delivery of programs and courses, advising the Dean of Faculties and other faculty colleagues on strategic academic priorities for these.
16. Take a leading role in programs and course monitoring (assurance and enhancement) processes, engaging as relevant with the Director of Quality Assurance and with data from admissions, faculty, student surveys and liaison, including around student satisfaction, retention, results, and post-graduation destinations.

17. Advise on and help establish strategic academic partnerships
18. Engage in continuous professional development in relation to pedagogy, mobilizing expertise from across the university network and wider industry bodies, to underwrite the College's commitment to pioneering in the education space.
19. Advise on the academic environment, including bibliographic resources, virtual learning environments, classroom design and facilities.
20. Support and participate in relevant teaching and research committees and oversee processes for the allocation of research and learning development grants.
21. Establish and oversee academic handbooks and guidelines to support the above.

iii. Roles And Responsibilities of Academic Dean (School of Business & School of Computing)
1. Directly reports to the DVC.
2. Dean is responsible and accountable for setting and advancing the academic operations in collaboration with Vice Chancellor, DVC, and DASS
3. To contribute to the overall leadership and management of the Faculty
4. To develop and sustain appropriate structures for management, consultation, decision-making and communication with staff and students
5. Plan & recommend academic faculty requirement
6. Planning & allocation of courses to faculty members, as per MOE standard requirements
7. Faculty allocation for various academic tasks
8. Facilitate the development of new programs in order to attract new students and markets
9. Contribute in the review if Programs and revisits
10. Review and assist faculty in Course Syllabi preparation and allocation of course leaders
11. Review & recommend required library & IT learning resources
12. Ensuring the academic quality is maintained in all the programs and provide inputs for improvement for achieving academic excellence in current and future programs
13. Coordinate with IRQAOA department in ensuring compliance to standards as per local and international accreditation standards by putting in place the necessary evaluation and monitoring procedures
14. Coordinate with media and communication for uploading creative academic activities that can give mileage
15. Review exam papers as a part of quality team and ensure standards are maintained in all the assessments.
16. Chairing faculty feedback reviews and result reviews with teaching effectiveness committee and Registrar.
17. To liaison with administration and teaching effectiveness committee in executing all approved academic policies and procedures and report to the Vice Chancellor on all academic and management issues relating to academic effectiveness
18. Evaluate employee performance for FES and SES

iv. Roles and Responsibilities of Registrar
1. Directly reports to the DVC
2. Registrar is responsible and accountable for setting and advancing the academic operations in collaboration with Vice Chancellor & DVC
3. To contribute to the overall leadership, strategic and management of Student Affairs of the University.
4. To lead, develop and oversee the management of all aspects of student services

5. Plan activities and procedures to maintain the high quality, transparent, easily accessible, timely, responsive, appropriate services to students
6. Development of the SUC Student Support policy, which clearly identifies the arrangements for faculty, progress review, academic feedback and learning support for students.
7. Oversee the induction process for new students and continuing students to ensure a smooth transition
8. Provide academic or administrative counseling to students on student progression, SAP, counseling, TOC, course allocation
9. Reports submission as per requirements of Ministry and IE committee.
10. Preparing the policies and procedures, documentation as per MOE requirements
11. Planning, development and coordinating of CSR activities and initiatives for SUC.
12. Responsible for designing an overarching CSR strategy for the faculty members and for crafting relevant goals, policies and programs.
13. Engagement in SUC activities and other forms of CSR.
14. Development of different kinds of themes of CSR for faculty members.
15. Plan and conduct MOU's signing with different community groups.
16. Working in partnership with community groups
17. Coordinating volunteer activities and events, drumming up support and persuading faculty participation.
18. Negotiating and overseeing sponsorship deals and other educational or environmental partnerships
19. Promoting CSR activities sponsored by the University.
20. Measuring the uptake and outcomes of CSR campaigns of the Services Committee
21. Identify and implement sponsorships with nonprofit and other organizations to demonstrate commitment externally.

Note: Faculty Responsibilities are as mentioned in the earlier Section of Roles & Responsibilities along with the above mentioned role responsibilities.

XXVII. FACULTY WITH ADMINISTRATIVE POSITIONS ROLES AND REPSONSIBILITIES

A. PROGRAM CHAIR
1. Plan for branding and admissions in each concentration of the program.
2. To coordinate with internationally recognized universities and professional bodies for developing and enriching the programs
3. Plan and oversee program operations and report to Dean.
4. Help Dean in implementing the Strategic plan of the school
5. To give feedback on course leaders and faculty members to the Dean for Faculty evaluation system
6. Coordinate with Course leaders for rigor, quality and professional certificates integration with program.
7. Coordinate with Teaching Effectiveness Committee and Head of respective Learning Resources for sufficiency of resources for each program major/concentration.
8. Ensure benchmarking parameters and classification parameters are progressing as per the requirement
9. Actively help in preparing national and international accreditation.

10. Maintain up-to-date records and provide timely and accurate reports related to School, programs and services in accordance with prescribed timeframes.
11. Oversee program operations in accordance with School/ SUC policies and procedures and curriculum development
12. Coordinate with HR for faculty and staff requirement and recruitment for the school.
13. Monitor Student progression and satisfaction
14. Manage orientation and training to faculty and staff of the program.
15. Discuss and resolve program operational issues with Dean-School of computing
16. Oversee all teaching-learning activities in the program.
17. Provide program specific academic support to other departments.
18. Serve as a liaison to applicable external agencies, internal departments, and applicable educational institutions representing program and school.

19. Oversees the development, implementation, and reporting of Outcome and Assessment for specific program.
20. Assist in organizing student activities and selecting student volunteers.
21. Assist in managing schedule and instructional supplies for workshops and other study programs.
22. Develop and manage comprehensive academic support program.
23. Assist in development of program related activities.
24. Identifying faculty development programs
25. Keep track of faculty research activities
26. Plan and assist in organizing faculty and student exchange program.
27. Plan and assist in indirect measurement of Assurance of Learning.
28. Any other responsibilities assigned by the Management.

B. HEAD-RESEARCH AND INNOVATION
1. To plan and develop Research and Innovation policy and implement
2. Coordinate with VC, Deans and faculty members to implement research policy in the institution
3. To play a critical role in the Research and Innovation centers at SUC and provide leadership
4. Responsible for exploring and setting key strategic objectives relating to long term research including review and development of strategic activities to increase research level.
5. To develop networking with Universities, Research agencies and researchers at international level and enter into Memorandum of Understanding for promoting research facilities at SUC
6. Pro-actively identifying opportunities that align University expertise with appropriate opportunities, establishing a research & enterprise culture across the institution.
7. Organize research and scholarly activities that promote research culture among faculty and students
8. Identify and organize training and development programs for faculty in enhancing their scholarly activities
9. Motivate faculty members for submitting applications for patents, project proposals to funding agencies
10. Undertake social and impactful research projects in collaboration with regional and international researchers and research organizations

11. To develop the University's external/ internal research activities, in line with University strategy for enhancing the research output.
12. To disseminate the new trends in research and development activities at national and international levels
13. To disseminate information on national and international standards of research, conferences, workshops and journals for the benefit of faculty members
14. To scrutinize and critique research of major strategic importance to the institution, advising and coaching staff on improvements leading to increased success rates.
15. To conduct risk assessments, where appropriate, in particular for large research projects.
16. To audit progress in the research strategy and extend support to plug the gaps in the research strategies.
17. To be responsible for declaring the awards in research and scholarly activities based on FES.
18. To advise on relevant legal and governance issues relevant to research, including: Intellectual Property Rights, and research ethics.
19. To be responsible for undertaking continued professional development ensuring skill levels relating to research best practice are kept up to date.
20. To represent SUC to liaison with Research and Development organizations, Colleges and innovation agencies for the development of scholarly activities.
21. To establish contacts with the national & international academic community, including external research networks and funding councils, building relationships to increase collaborative working opportunities for enhancing the reputation of the University leading to increased income generation opportunities.
22. To develop, prepare and deliver training, CPD and briefings to staff on issues relating to external income generation.
23. To analyze complex information on research & innovation activity, to analyze data and interpret it for Research and innovation activities and report to Deans and Vice Chancellor to set KPIs, targets, competitions and benchmarking.
24. To undertake such duties as may reasonably be requested and that are commensurate with the nature and grade of the post.
25. Any other responsibilities assigned by the Management.

C. HEAD OF GENERAL EDUCATION

1. Coordinating with Vice Chancellor, Head of General Education & Dean regarding academic matters and guidance.
2. Plan and oversee General Education department operations and curriculum development
3. Coordinate with General Education Faculty for rigor, quality and professional certificates integration with program.
4. Coordinate with Teaching Effectiveness Committee and Head of respective Learning Resources for sufficiency of resources for the program.
5. Actively help in preparing documents for national and international accreditation.
6. Maintain up-to-date records and provide timely and accurate reports related to General Education program and services in accordance with prescribed timeframes.
7. Oversee daily operations of General Education in accordance with School/ SUC policies and procedures.
8. Coordinate with HR for General Education faculty and staff requirement and recruitment for department.
9. Manage orientation and training to faculty and staff of the program.
10. Discuss and resolve program operational issues with respective Deans and VC
11. Oversee all teaching-learning activities in the General Education.

12. Provide program specific academic support to other departments.
13. Oversees the development, implementation, and reporting of Outcome and Assessment for General Education.
14. Assist in organizing student activities and selecting student volunteers.
15. Assist in managing schedule and instructional supplies for workshops and other study programs.
16. Assist in development of program related activities.
17. Plan and assist in indirect measurement of Assurance of Learning.
18. Monitoring student's progression and Counseling/ advising the students to achieve higher degree of academic excellence in coordination with Student Services department.
19. Coordinate with Registrar for General Education exams and result declaration
20. Any other responsibilities assigned by the Management

XXVIII. FACULTY ROLES AND RESPONSIBILITIES

A. ACADEMIC RIGHTS & RESPONSIBILITIES

Duties and responsibilities of a Faculty Member as listed in Job description includes teaching, teaching pedagogy, scholarly work, and services. Such responsibilities are assigned keeping in view the position and expertise of the Faculty Member. It is required of all Faculty Members to perform these duties professionally and ethically failing which will be treated as breach of contract and necessary disciplinary action will be initiated.

Faculty Members are expected to devote their energies in developing and improving their scholarly competence. All Faculty Members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge and practice intellectual honesty. Faculty members are required to fulfill all their Duty (ies) or activity (ies) within their Scope of Employment, or any employer's assigned tasks. Such a duty or activity is under the control, direction, specific authorization or supervision of the employer.

B. RESEARCH RESPONSIBILITIES:

Skyline University College (SUC) encourages faculty members to actively participate in academic and practical research forums. Publishing in peer reviewed journals, international conference presentations, participating in seminars and collaborative work with industry, universities and research organization from UAE, MENA and Rest of the World are the major activities to be promoted by the RIC.

The responsibilities are focused on the below Areas:

1. **RESEARCH PUBLICATIONS**
2. **CONFERENCE PARTICIPATION / INDUSTRY CONFERENCES PUBLICATION**
3. **CASE STUDIES**
4. **BOOK PUBLICATION**

i. Administrative Responsibilities for Research Grants Received

   i. All grants for research received will be in favor of Skyline University College.

ii. After receiving the grants, the Vice Chancellor appoints the Faculty for the particular research
iii. The research proposed by the faculty along with the budget and resource requirements is placed in AAC meeting for approval
iv. The roles and responsibilities of the faculty are aimed at accomplishing the research project
   a) The faculty prepares a plan for project execution, resources and budget requirements
   b) Coopts or recruits' members for the research projects, research supervisors, assistants and support staff
   c) Prepares a calendar of the project, start and completion time
   d) Allocates roles and responsibilities for members, supervisors and assistants
   e) Monitors the progress of project work as per the timelines and evaluates the performance of the research output as per the standards at regular intervals
   f) Liaisons with granting institutions and report the progress
   g) Submits the draft and final reports of research findings with the required form to the agency
   h) On completion of the project work, audited financial statements are submitted to the Vice Chancellor and the granting institutions or agencies
   i) Director coordinates with the granting agency till the project is closed

C. SERVICES RESPONSIBILITIES:

Service to Community is the manifestation of the SUC's commitment towards society and its social responsibility. Services to Community are defined as contribution by the faculty members, staff and students of SUC towards the society in a meaningful manner satisfying the core philosophy in line with the vision and mission of SUC. The faculty, staff and students are engaged in achieving their responsibility towards the society through their skills, knowledge and value

D. ACADEMIC RESPONSIBILITIES TOWARDS STUDENTS
i. General academic responsibilities:
   a. To encourage students' free and fair pursuit of learning
   b. To strive for the best scholarly standards of the discipline
   c. To demonstrate respect for the student as an individual
   d. To play the role of effective guide and advisor
   e. To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflects their true merit
   f. To respect students' privacy
   g. Faculty Members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
   h. Faculty Members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
   i. Faculty Members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.

j. Faculty Members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching inappropriate matter or matter that has no relation to their subject.

k. Faculty Members must maintain respect for the student's role as a learner.

l. Faculty Members must evaluate students on the merit of their academic performance.

m. Faculty Members must be available at reasonable intervals to students for consultation on course work.

n. Faculty Members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.

o. Faculty Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & SUC community.

p. Faculty Members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. The same will be treated as Breach of contract which will lead to immediate termination with forfeiting of all benefits accrued till then.

q. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Vice Chancellor. If any such incident, it will be considered as a Breach of Contract and will lead to immediate termination with forfeiting of all benefits accrued till then

ii. **Responsibilities related to Academic Integrity and Plagiarism policy**

a. The faculty members need to orient the students about SUC Academic Integrity and Plagiarism policy at the beginning of every semester

b. Provide necessary clarification when students approach them with regards to issues related to plagiarism

c. Faculty members should evaluate the academic work submitted by the students and penalize for any unacceptable amount of plagiarism found in the work submitted by the students as per the Academic Integrity and Plagiarism policy

d. Other academic offenses such as presenting false credentials, cheating, facilitating academic dishonesty, collusion, fabrication of data, deception and sabotage should be immediately reported to the concerned authorities and appropriate actions to be taken based on the severity of offense as per the Academic Integrity and Plagiarism policy

Please refer Academic Integrity and Plagiarism policy for more details

E. **CONFLICT OF INTEREST**

Each Faculty Member owes primary professional responsibility to SUC and must avoid outside obligations, financial interests or employment that can affect the objectivity of their decisions as a Member of SUC's community

Employees must disclose actual or potential conflicts to their supervisor as soon as they become aware of them. Failure to make required disclosures or resolve conflicts of interest satisfactorily can result in discipline, up to and including termination of employment.

Employees must not engage in any activities, transactions, or relationships that are incompatible with the impartial, objective, and effective performance of their duties. Examples of matters and relationships that could create a conflict of interest or a potential conflict, include, but are not limited to, when an employee or a Member of the employee's immediate family:

a) Accept or solicits a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with SUC.
b) Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
c) Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to SUC.
d) Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
e) Makes personal investments that are contrary to SUC interests

F. **PROFESSIONAL ETHICS & RESPONSIBILITIES**

SUC recognizes and supports the principle that Faculty Members who speak or write as private citizens must be free from institutional censorship or discipline. It must however be understood that a Faculty Member's special place in the community imposes particular obligations and serious responsibilities in conducting of behavior and activities in the best interest of the profession and SUC. These issues are addressed in SUC's policy on freedom of expression, ethics and responsibilities and honesty and integrity in discharging day -to– day administrative functions.

Institutions of higher education exist for the common good. The common good at SUC depends upon an uninhibited search for truth and its open expression.

Therefore, Faculty Members are free to pursue scholarly inquiry without undue restriction and voice and publish individual conclusions concerning the significance of evidence that they consider relevant keeping in mind the moralities and sensibilities of the host culture.

For Faculty Members the notion of academic freedom is linked to the equally demanding concept of academic ethics and responsibilities. As a Faculty Member, a person inherits certain ethical obligations and responsibilities to students, to the fellow Faculty Members, to SUC, to the profession and to the society at large. Some of these are listed below:

i. Academic integrity is the essence of intellectual life. SUC promotes highest standards of honesty in teaching and research as Members of a community committed to advancement of knowledge.

ii. Faculty Members of the academic community are expected to conduct themselves with integrity as a matter of principle. All scholars and researchers at SUC are responsible for upholding the following principles:

a. Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.

b. Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.

c. Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.

d. Faculty Members must use funds designated for research purposes in prescribed manner.

e. Faculty Members must reveal to the SUC, sponsors, journals or funding agencies any potential or actual conflict of interest – financial or otherwise that might influence their decisions while reviewing manuscripts, conducting research or seeking permission for undertaking work supported, assisted or supported by outside sources.

f. Each Full-time Faculty Member owes primary professional responsibility to the SUC and must avoid outside obligations, financial interests, gifts or employment that can affect the objectivity of their decisions as a Member of the SUC community.

g. Faculty Members must recognize that their primary responsibilities are to the SUC when they determine the amount

h. (if any) and character of work done outside the SUC. Such outside work must be consistent with SUC regulations. When Faculty Members follow subsidiary interest, these must never compromise their freedom to draw intellectually honest conclusion.

i. The fundamental responsibilities of Faculty Members as scholars include maintenance of competence in one's field of specialization and exhibition of such professional competence in classrooms, library and in public arenas of such activities as discussions, lectures, consulting, publications or participation in professional organizations and meetings.

iii. Faculty Member's ethical obligations and responsibilities to the public:

a. The demonstration of professional integrity by Faculty Members includes recognition that the societies at large judge the profession and the SUC by one's statements and behavior therefore they have to maintain professional integrity and demonstrate good code of conduct.

b. Faculty Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large expressing different opinions, and make every effort to indicate that they are speaking or acting on behalf of the SUC when speaking or acting as private persons.

G. FACULTY RIGHTS

i. **Non Discriminatory Approach**
SUC strives to create a work environment free from discrimination and harassment. Employees of SUC shall not discriminate against other because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group or gender in any of its programs, activities, contracts, human resources administration practices or any other action it undertakes. SUC is obligated to maintain and implement best practices, processes and circumstances that afford equal opportunity to all individuals. All employment policies, systems and processes are designed to ensure that all employees are treated fairly and in compliance with Sharjah and UAE laws.

a. **Purpose**

SUC is committed to providing equal employment opportunity to all persons regardless of race, color, religion, sex, age, national origin or disability and prohibits discrimination on these or another basis prohibited by law.

b. **Procedure**

Employees subjected to prohibited discrimination or harassment should immediately report the incident to the HRD in writing about the incident for investigation

The Head-HR will immediately investigate the complaint and handle it as confidentially as possible consistent with the policy & procedures of investigation and resolution. Any proof discrimination will be addressed impartially and necessary corrective action is initiated.

SUC prohibits any form of retaliation against the employee filing a complaint of discrimination or harassment. The Head-HR shall ensure full compliance during and following the investigative process. If it is found that retaliation has occurred, appropriate punitive action will be taken.

ii. **Academic Freedom**

Academic freedom is the freedom to teach and conduct research in an academic environment. Academic freedom is fundamental to the mandate of universities to pursue truth, educate students and disseminate knowledge and understanding.

In teaching, academic freedom is fundamental to the protection of the rights of the teacher to teach and of the student to learn. In research and scholarship, it is critical to advancing knowledge. Academic freedom includes the right to freely communicate knowledge and the results of research and scholarship.

a. Faculty must be committed to the highest ethical standards in their teaching and research. They must be free to examine data, question assumptions and be guided by evidence.
b. Faculty have an equal responsibility to submit their knowledge and claims to rigorous and public review by peers who are experts in the subject matter under consideration and to ground their arguments in the best available evidence.
c. Faculty members and university leaders have an obligation to ensure that students' human rights are respected and that they are encouraged to pursue their education according to the principles of academic freedom.
d. Faculty also share with university leadership the responsibility of ensuring that pressures from funding and other types of partnerships do not unduly influence the intellectual work of the university.

iii. **Freedom of Expression**

Institutions of higher education exist for the common good. The common good depends upon an uninhibited search for truth and its open expression. Therefore, it is essential that like Faculty Members are free to pursue scholarly inquiry without undue restriction and voice individual conclusions concerning issues that they consider relevant.

Within the boundaries of professional behavior, each Faculty Member is entitled full freedom to express disagreement with other Members of SUC community. Although Faculty Members must observe the regulations of SUC, they maintain the right to criticize and seek revision. Faculty Members are also citizens or residents of a nation or community and should be free from institutional censorship when speaking, writing or acting outside SUC. However, it is important that Faculty Members take cognizance of the moralities and sensibilities of the host culture. At no time defaming of institution is acceptable and if for

any reason SUC name is scrutinized the Faculty Members contract will be subjected to immediate termination.

XXIX. NEPOTISM POLICY

For SUC to function in the best interest of the stakeholders and the community in general, it is expected to be free from the influence of the decisions of family members of the investors / board members that may not be in best interest of the normal functioning of the institution.

Relative is defined as a parent, parent-in-law, child, spouse, brother, sister, grandparent, grandchild, son-in-law, brother-in-law, daughter-in-law and sister-in-law.

Nepotism policy of SUC is designed to prevent relatives of the Board members to be active participants in the day to day operations and decision making relating to hiring and firing of employees, reviews of policies & procedures, budget allocations and formulation of strategic plans and its implementation. Relatives of employees of the institution are not placed in a direct supervisory line with respect to each other to avoid any kind of conflict of interest while executing their responsibilities. The nepotism policy mentioned above is not to be construed to limit the hiring, promotion, or employment opportunities of any particular group of applicants.

The nepotism policy applies to any person who is employed as a full, part-time, student or temporary employee by SUC. The related employees however are not eligible to participate in the process of review, recommendation and/or decision making in any matter concerning hiring, opportunity, promotion, salary, retention, or termination of a relative as defined.

As per the policy, no contracts can be offered to the relatives of the members of the board/employees of SUC. However, the contract can be awarded to the relative members if the application has undergone the due process of competitive bidding wherein a prior public disclosure to public and open tenders with public notice procedures have been followed.

A. Remedies for employees and contracts

i. Employee:

The institution may resolve any violation of this policy by voluntary transfer, or if an agreement cannot be reached, by involuntary transfer, from a unit or position, or by termination as applicable.

ii. Contracts:

In case of contracts been awarded that breach the Nepotism policy will stand null and void and the contracts will be awarded to the next best bidder.

XXX. COPY RIGHT AND INTELLECTUAL PROPERTY

Any SUC funded Academic, Research, Training material, applications, projects and Assignments created by the Faculty Member, Staff and the students during their tenure at SUC will be considered as the intellectual property of SUC.

i. SUC has a right to use all the teaching & training program materials, research works, books and patents developed / applied by Faculty Member during their tenure for conducting its operations or to enhance its image in the competitive environment.

ii. SUC has a right to copyrights on any applications, projects, systems or software's created by the Faculty Member, Staff and the students during their tenure at SUC.

iii. The SUC believes that all published works of its community should be available to interested scholars.

iv. SUC holds the rights on all the course material (Course syllabus) in their structure, content, and the methodology of conduct. In other words the Faculty Members may not conduct the same course using the same content and methodology as followed in SUC during the tenure.

v. The Faculty Members/ Students also reserve the right to use the created material for their career advancement.

vi. The SUC also believes that the author should be given full credit for any work and should be entitled to retain proprietary rights to the product of the individual's own initiative and individual labors.

vii. SUC reserves the right to determine whether or not the material will be copyrighted in the name of the author for the material produced by Faculty Members under assignment of SUC.

viii. Any arrangement relating to copyright matters involving sponsored project must be referred to the faculty. Some sponsors have established regulations governing the copyright and/or publications of the results of investigations they sponsor. Before entering a sponsored project, an understanding among the principal investigators, the SUC and the sponsor should be reached regarding the rights to any copyrighted materials produced by the project.

ix. The SUC has the right to use the course materials developed by its Faculty Member as it deems necessary and maintains the right to produce, update, distribute, transmit, alter and prepare derivative works based on course materials.

The SUC Faculty Members must not include the contents of multimedia, electronic, computer bases or distance education courses which constitute breach of intellectual property rights.

A. PATENT AND COPYRIGHT ISSUES

RSAC will facilitate in organizing regular workshops/webinars for faculty members, staff and students about patents, and copyright issues. The committee will make sure that Federal Law No. 7 of 2002 on Copyrights and related rights are understood and followed by everyone in the institution. Any violation of these issues will be reported and handled by the Employee Disciplinary Action Committee.

XXXI. GRADING SCALE

SUC maintains a formal grading scale for faculty members. This scale is referred at the time of recruitment, increments and promotion. This scale enables SUC to maintain the parity within the organization. Grading scale is reviewed annually based on internal and external factors. It is available with HRD for management and employee review as and when required.

The below table shows the grades for different levels of Academic Support Service positions:

Faculty Rank	Grade
INSTRUCTOR	I11
SR. INSTRUCTOR	I12

LECTURER	F13
ASSISTANT PROFESSOR	F14
ASSOCIATE PROFESSOR	F15
PROFESSOR	F16

XXXII. GOALS SETTING BY FACULTY

A. INTRODUCTION

Goal setting is an important aspect of personal development and institutional development process at SUC. The goal become the guidelines for the faculty and Heads of department to achieve during the academic year and the cumulative progress of individuals helps in achieving the institutional goals and objectives in a long run. The progress of the achievement of goals set at the beginning of academic year is assessed twice in an academic year. The mid-year review is done during the spring semester and final review is done during the summer semester. At SUC, the goal setting can be broadly classified into individual goal setting which includes goal setting by AAC members, faculty members and Heads of the department and goal setting by different units so as to enable the institution achieve the targeted goal.

B. CRITERIA FOR GOAL SETTING

i. Employee should align his goals to the institutional vision, mission, goals and strategic direction; thus giving employees a clear sense of their value in supporting the institution in meeting its objectives

ii. Set goals that are Specific, Measurable, Attainable, Realistic, and Time related

iii. Develop a plan to make goals actionable and achievable

C. EMPLOYEE GOAL SETTING & EVALUATION PROCESS FLOW

Step-1: The DVC shall initiate the communication to concerned faculty for submission of their goals for the next academic year during the summer semester. DVC shall communicate strategic direction.

Step-2: AAC members, Program chairs, Head General Education, Head of Research and Innovation department, and Faculty with Administrative Responsibilities, Faculty members are required to set their goals for an academic year before the commencement of the academic year based on the strategic directions.

i. AAC, Faculty with Administrative Responsibilities - Deans, Program chairs, Head General Education, Head of Research and Innovation department, Faculty members are required to set one of their goals in each academic year based on the Institutional goals listed below (The list is not exhaustive if any faculty member, faculty with administrative responsibility-Deans, Head General Education, Head of Research and Innovation department, AAC members have goals other than the listed can be set on approval from the DVC . DIRQAOA and DVC seek approval of their goals from VC. In case of Faculty member, Deans will be involved in approving the new goal. That goal should be exclusive and contributing to Vision and Mission of the institution):

    a) Research and Innovation

1. Publications in Top 25% of Most Cited Journals
2. Patents Filed and Patents Awarded
3. Income from consultancy/ Research work
4. Startup/Spin-off Firms

b) Internationalization
1. Collaborative Publication(s) Resulting from Research Partnerships with Top 200 University
2. Helping in signing MOU with Top 200 University
3. Arranging Inbound Student Exchange
4. Arranging outbound Student Exchange
5. Contributing in Joint (or Dual)Degree Programs with Top 200 University

c) Engagement and Impact
1. Support in placement of Students in top 10 multinational companies
2. Community Engagement in terms of relationship with stakeholders
3. Contribution to SUC from its Alumni

d) Support in student Enrollment

e) Building brand image at national/international level
1. Collaboration with Top 200 Universities for academics and bench marking

Note: Yearly themes for Goal Setting can be defined so as to give a focused approach to goals.

Step-3: The AAC members, faculties with administrative responsibilities - Deans, Head General Education, Head Research Department, faculty members and HODs shall initially submit their goals to HR department as per the stipulated timelines as per the respective goal setting format (**GS-001-AAC Member goal setting format, GS-002-Faculty Member goal setting format and GS-003-HOD goal setting format**)

Step-4:

a. Faculty members present their goals to DVC and Respective Deans/ HOGE during the goal-setting review meeting,

b. HODs shall present their goals to DVC and DASS

c. AAC members shall present their goals to DVC except DIRQAOA and DVC present it to VC

d. VC shall present their goal to Board of Trustees.

The goals are reviewed by Goal Setting Review Committee (Board of Trustees for VC Goal setting /VC for AAC members Goal Setting/ DVC and respective deans/HOGE for faculty members', DVC, and DASS for HODs goal setting respectively) and may recommend any amendment required in the goals. Goals will be classified as per below mentioned table and initial, mid and final weights will be used for the final goal setting calculations:

Classification	Percentage
Excellent	91%-100%
Very good	81%-90%

Good	71%-80%
Average	51%-70%
Poor	0%

Evaluation	Weight
Evaluation for Quality of Goal at initial review	20%
Mid Review	30%
Final Achievement	50%
Total	100%

Step-5: The employee shall update the goals and resubmit it to HRD for the committee review.

Step-6: HR department shall develop a summarized report on the goal setting for all employees including AAC, faculty members and HODs which includes the previous year's goal along with the current year goal for comparison purpose.

Step-7: Mid-year review will be conducted during the spring semester to assess the progress of the goal achievement after completion of fall semester. The employee shall update the status of achievement of goals and submit this progress along with relevant evidences indicating the achievement of goals to HR department as per goals setting review calendar.

Step-8: The employee is required to present the progress of achievement of goals along with the evidences to Goal Setting Review Committee for their review and approval.

Step-9: Each employee is assessed with respect to the goal achievement as per the goal setting evaluation criteria mentioned in **Section IV**. Upon review of the status, the Goal Setting Review Committee may take one of the following decisions:

   i. Approve the progress update presented by the employee along with relevant evidences
   ii. Recommend any improvement required with respect to achievement of goals
   iii. Recommend submission of additional document in case of insufficient evidences indicating achievement of goals

Step-10: The final goal setting review is conducted during summer semester at the time of closing of the academic year. The employee shall submit the final status of achievement of goals and submit relevant evidences indicating the achievement of goals to HRD as per goals setting review calendar.

Step-11: The Goal Setting Review Committee reviews goal achievement as per the goal setting evaluation criteria mentioned in **Section IV** and award the rating on a scale of 100. Final goal setting rating is calculated for 20% weight and is added to FES/SES/AAC evaluation components which have 80% weight.

A. Goal Setting Evaluation Criteria and Guideline

The AAC/ faculty with Admin responsibilities/Faculty can select an institutional goal individually or as a group so as to accomplish the selected option. The group members have to be limited to maximum 3. In case of group selecting a goal, each member of the group will be responsible for achieving the goal.

Final goal setting rating is calculated for 20% weight which is added to FES/AAC evaluation components which has 80% weight.

Table 1 - Evaluation weights

Evaluation Components	Weights
FES/Faculty with Admin Responsibilities/ AAC component	80%
Institutional Goal Setting Component	20%
Overall rating	100%

a. **Brand building**

Brand building activity is an essential component of SUC that can help SUC to be recognized both at the local, regional and international level. The member can select any activity that aims at building the brand image of the institution with respect to the customers and the stakeholders in a manner that enhances the image of the institution and has a clear focus as quality education provider in the field of higher education. The group or the individual has to identify the stakeholder segment evaluate the current perception and improve further. Strategic brand building focus is towards increasing employability of the SUC student.

1. This strategy can be achieved through multidimensional efforts like creating linkage with specialization-based industry, finding employment opportunities, building relationships with corporate offices of repute by entering into MOUs, arranging campus interviews etc.

2. Faculty, Faculty with Administrative responsibility and AAC members and can also contribute towards indexing Skyline Business Journal in Scopus or any of the Top 25 journals.

3. AAC members relating to marketing department the focus of all the marketing activities including promotions should be focused towards brand building of SUC through contents enhancement in advertisements, billboards, promotions or sponsorship etc.

4. Each of the departments can focus on the specific areas of activities that enhance stakeholder's perceptions. For example HR they can tie up with other HR departments from Government or Corporates and interact to understand the best practices and promote SUC students placements.

The final outcome is measured in terms of the evidence of activities conducted and its impact.

b. **Support in enrollment**

Extending Support in enrollment to the marketing department or promoting BBA students to MBA students or contacting schools, counselors, faculty and promoting Skyline to the Students of the schools or presentation in the government departments/ corporates for all the SUC programs. Even Alumni can be contacted for spreading the word of mouth for enrollments.

The final outcome is measured in terms of the enrollments generated by the member's efforts.

c. Engagement and Impact

To focus on reviving alumni relationships, collaborating with them in extending community services or generating sponsorship from them or having MOUs on long term basis on specific areas of social services. Apart from Alumni, individuals of repute in the arena of social services or agencies or corporates can be engaged to provide social services. Support in placement of Students in top 10 multinational companies.

The measurement will be in terms of generating the MOUs or increasing the participation of stakeholders in the community engagement activities.

d. Internationalization

Collaboration with top 200 institutions for enhancing programs, academic activities, certifications or international visits for students for academic purposes, helping SUC in ranking activities and working towards international accreditations. It also includes entering articulation agreement or MOUs with reputed institutions across the countries.

The outcomes are measured in terms of tangible evidences in the form of MOUs, Certifications and international visit etc.

e. Research and Innovation

The members to publish in Top 25% of Most Cited Journals

The members can contribute in terms of carrying out consultancy / projects / Management development programs in government/corporate sector.

The outcome measurement will be designing, developing and conducting MDP programs. For consultancy and projects the outcome measurement will be submitting the proposals and executing the same. Proposal submission, acceptance and execution will have specific weights in the evaluation.

Faculty members, especially Information technology faculty members are encouraged to file patent at the UAE/Regional/international level. The evaluation will be based on the progress of the work, applied for patent approved and patent approved

Faculty members are encouraged to identify and motivate the students to start the star ups/spin-off. The evaluation is based on status of submission of business plan, involvement of venture capitalist and start up initiation and registration with government authorities.

Please refer to Goal Setting Manual for further details.

XXXIII. FACULTY EVALUATION

A. INTRODUCTION

Faculty Evaluation System is the mechanism that evaluates the overall performance of faculty members at SUC. The purpose of this document is to establish framework to measure the annual performance of faculty members including the goals. The document serves as a guideline for evaluating the performance of faculty members through a systematic method of collection, collation, analysis of data and interpretation for planning training and development programs and taking decisions on retention of faculty members.

B. GOALS

1. To assess the performance of faculty members including the achievement of goals on annual basis and motivate them.
2. To measure the contribution of faculty members in achieving the vision of SUC
3. To plan for training & development in enhancing the capacities of faculty members in delivering quality inputs to academic and services
4. To recommend for renewal of term contract, merit pay/increments, promotions, retention and separation

C. FES FRAMEWORK

The FES framework is a tool to measure the performance of the faculty in a holistic manner encompassing the Teaching Effectiveness, Research, Community Services, administrative and individual goals.

FES framework
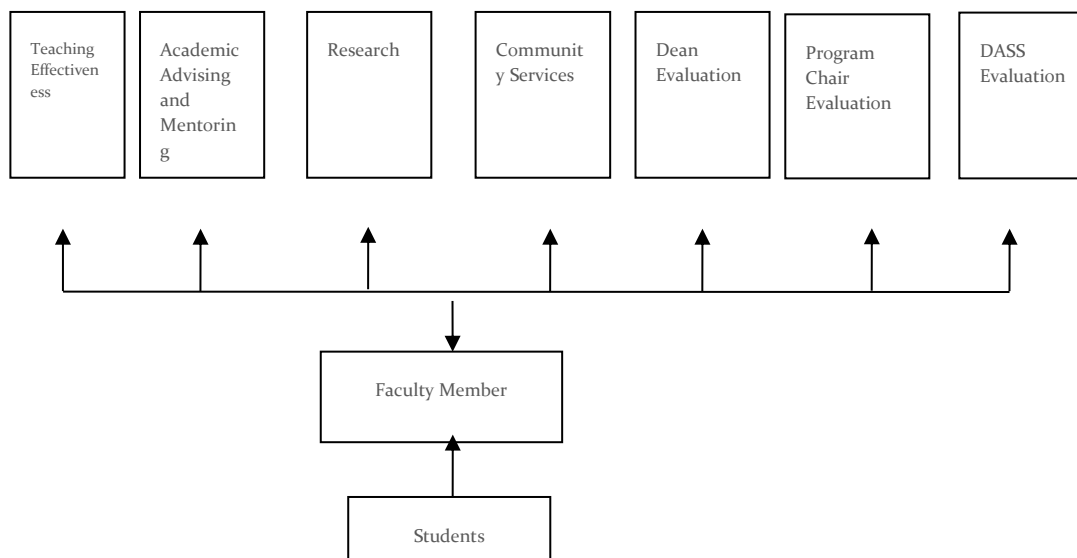
D. PROCESS FLOW

i. Steps of evaluation

The FES committee comprises of Deputy Vice Chancellor (DVC), Dean School of Business, Dean School of Computing, Head of General Education (HOGE) and Director Academic Support Services (DASS) which has the final authority pertaining to annual faculty performance appraisal. The process of evaluation is given below:

a. Faculty members submit their institutional goal setting before the start of the academic year to HR Department and the same will be approved by DVC, Respective Deans/HOGE and HR Department forwards the approved goals to Faculty Members, Committee Chairs, HR and IR office
b. Faculty members submits the Course file every semester to IR office after getting approval from respective schools
c. Faculty members submits the details related to faculty portfolio (goal setting, research and community services activities) online during the academic year as per the FES Components (Refer FES Table-1) requirement
d. The FES Sub-Committee evaluates documents at the end of the spring semester and feed the rating in the online FES system.
e. IR office forwards compiled reports to FES committee for review.

ii. Document to be submitted in the Faculty Portfolio for FES evaluation

a. Course files for the academic year
b. Evidences of Scholarly activities
c. Evidences of Community Services activities
d. Evidences of Achievement of institutional Goals set at the beginning of the academic year

E. COMPONENTS OF THE FES SYSTEM

Table-1 : Evaluation component

Evaluation Components	Weights
FES component	80%
Institutional Goal Setting Component (refer goals setting manual for details)	20%
Overall rating	100%

The FES has 8 components in the process of evaluating the performance of a faculty member for Undergraduate (Table-2) and Graduate (Table-3) faculty members as stated below:

SNo.	Table-2 - Undergraduate Faculty Evaluation System	Weight (%)	
	Evaluation Component		
a	Teaching		35
	i. Teaching Effectiveness – Course file review		25
	ii. Students Feedback		10
b	Academic Advising		5
	i. Academic Advising Committee	2.5	

		ii. Students Feedback	2.5	
c	Research			30
d	Community Services			7.5
e	Academic Support Services (DASS)			2.5
f	Dean (School of Business/ School of Computing) Evaluation			10
g	Program Chair(School of Business/School of Computing) Evaluation			5
H	Faculty Self Evaluation			5
	Overall			100

Table-3 - Graduate Faculty Evaluation System			
S. No	**Evaluation Component**	**Weight (%)**	
A	Teaching		32.5
	i. Teaching Effectiveness – Course file review	22.5	
	ii. Students Feedback	10	
B	Academic mentoring		2.5
	i. Academic mentoring committee	1.5	
	ii. Students Feedback	1	
C	Research		40
D	Community Services		5
E	Academic Support Services (DASS)		2.5
F	DEAN - School of Business / DEAN - School of Computing Evaluation		10
G	Program Chair(School of Business/School of Computing) Evaluation		2.5
H	Faculty Self Evaluation		5
	Overall		100

Note: For more details, please refer Faculty Evaluation System Manual.

XXXIV. PROMOTION POLICY

i.   Promotion Policy for AAC-Academic members:
Promotion of AAC –Academic members shall be carried out based on the Promotion policy for faculty members given below. .

ii.   Promotion policy for faculty members:
SUC Academics promotion policy is based on the vacancies created at each level due to retirement/resignation/job enrichment and expansion. The promotions are generally subject to analysis by the HRD on the basis of eligible Faculty member applying for the promotion.

The number of vacancies at various levels is proposed to VC. On receiving approval from the VC, the recruitment committee initiates internal promotion process for the eligible candidates within SUC before releasing the vacancies open to the external sources. A faculty member can be promoted before the completion of eligibility period as listed in

the promotion guidelines provided he/she has shown outstanding performance as per the policy and to the satisfaction of FES committee (Deans, DASS,DVC, and VC).

The contributions can be specified such as innovation, improvement in academic and or operational processes, or Faculty promotion will be initiated along with FES

All faculty promotion will be initiated along with FES and promotions will be effective from the time of increment in October.

A. PROMOTION GUIDELINES

CRITERIA FOR PROMOTION

DESIGNATION	NORMAL TRACK	FES AVERAGE RATING DURING THE PREVIOUS RANK FOR RESEARCH	OVERALL FES (RESEARCH, TEACHING,… ETC)
LECTURER TO ASSISTANT (only PhD holders)	30 POINTS AND 3 YEARS OF SERVICE AT THE SAME RANK OR SIMILAR ROLE	**85**	**≥80%**
ASSISTANT TO ASSOCIATE	45 POINTS AND 5 YEARS OF SERVICE AT THE SAME RANK	**85**	**≥80%**
ASSOCIATE TO PROFESSOR	54 POINTS AND 5 YEARS OF SERVICE AT THE SAME RANK	**85**	**≥80%**
FACULTY MEMBERS HOLDING ADMINISTRATIVE RESPONSIBILITIES	75% POINTS AS PER THEIR POSITION	**85**	**≥80%**

B. PROMOTION ELIGIBILITY FOR INSTRUCTOR AND SENIOR INSTRUCTOR:

To be eligible for promotion a faculty member should meet the following conditions:

Instructor to Senior Instructor:
i. FES overall score should be ≥80.
ii. One of the following conditions should be met:
    a. A minimum of three non-research papers every year for three consecutive years.
    b. A minimum of two research article in Scopus indexed journal during the three years under consideration for promotion eligibility.
    c. For fast track- Promotion after completion of one year- a minimum four non-research papers in a year and one research paper in a Scopus indexed journal.

Senior Instructor to Lecturer:

a. FES overall score should be >80.
b. One of the following conditions should be met:
   i. A minimum of 4 non-research papers every year
   ii. A minimum of three research article in Scopus indexed journal during the three years under consideration for promotion eligibility.
   iii. For fast track – promotion after completion of one year- a minimum of six non-research papers in a year and one research paper in a Scopus indexed journal.
   iv. A minimum of two research articles in a Scopus indexed journal and should be the first author in one of them.

CRITERIA FOR FAST TRACK PROMOTION

DESIGNATION	FAST TRACK	FES AVERAGE RATING DURING THE PREVIOUS RANK FOR RESEARCH	OVERALL FES (RESEARCH, TEACHING,... ETC)
LECTURER TO ASSISTANT (only PhD holders)	40 POINTS AND 1 YEAR OR SERVICE AT THE SAME RANK OR SIMILAR ROLE	85	80>
ASSISTANT TO ASSOCIATE	55 POINTS AND 3.5 YEARS OF SERVICE AT THE SAME RANK	85	80>
ASSOCIATE TO PROFESSOR	65 POINTS AND 4 YEARS OF SERVICE AT THE SAME RANK	85	80>
FACULTY MEMBERS HOLDING ADMINISTRATIVE RESPONSIBILITIES	70% POINTS AS PER THEIR POSITION	85	80>

PROCESS: -

   i. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed the eligibility period as specified in the promotion guidelines The promotion review board is convened during FES evaluation.

HR will notify by mid of May every year to apply for promotions and May 31 will be taken for calculation of number of years. The faculty members will apply for promotion by June first week every year. The Registrar will present the details of the faculty members who applied for the promotion to the AAC. AAC will discuss and finalize the list of faculty members who can be called for the promotion presentation will happen along with the regular FES process in the month of

June/July every year. FES committee will take the presentation and give their recommendation for approval.

ii.   Promotion Review Board consists of FES committee who will evaluates the quantitative and qualitative performances of the Candidates.

iii.   Submit all credentials:

a.   Scholarly Work as per Policy for the period under consideration.
b.   Teaching effectiveness documents including Feedback.
c.   Contribution to SUC as well as community.
d.   Any New Courses developed.
e.   FES rating as per the Criteria.
f.   Promotion Details of previous organization.
g.   HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.
h.   Promotion Review Board will review the applications and shortlist the eligible candidates and Recommends the shortlisted candidates to HRD for further processing of the evaluation process.
i.   HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.
j.   The presentation should focus on their contribution during the period considered for processing the promotion application as per the promotion criteria table, Research and services and any extra ordinary activities performed by the candidate during the tenure with SUC. The presentation should also contain his/her achievements in previous organizations in terms of promotion etc.
k.   All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.
l.   If the candidate is unable to make the presentation to Board on the schedule date due to some unforeseen circumstances (accident, Death in the family or severe illness), the candidate must appeal for the postponement of the date by submitting the supporting relevant documents. HRD will reschedule the same with consultation of Promotion Board.
m.   Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.

iv.   Upon Promotion of Candidate, VC issues a Formal letter of promotion to the candidate and the same is communicated to all the departments (Administration, Computing, Finance, Library etc.)

v.   HRD updates all the records accordingly and maintains the promotion files for references after get it signed from Faculty / Staff.

The focus of the selection is based on candidates who have performed relatively better than the other applicants. The candidates will also be evaluated other than the presentation on their interview wherein the focus shall be on:

a.   Defending the claim for promotion
b.   Vision of Academic excellence, Research and services to SUC.
c.   Goal for next 2 years
d.   Owning responsibility of Administrative Activities.
e.   Owning Responsibility to mentor and Develop Productive teams
f.   Any other areas which promotion board may feel necessary.

% age of Marks: -

Sr. No	Criteria	% age of Marks	Total % age scored
1	Scholarly Work	30%	
2	Teaching effectiveness	20%	
3	Contribution to SUC	10%	
4	New Courses developed	10%	
5	FES rating	20%	
6	Presentation/interview	10%	
Total		100%	

The exemptions of granting promotion before tenure will be granted on the below mentioned scenario: -

a. The Concerned faculty member needs to defend his claim for promotions by showing exceptional track record with previous organizations which includes
   ➢ Previous promotions
   ➢ Exceptional Achievements
b. The faculty members need to present his Goal for next 2 years to the promotion board.
c. For any other exceptions, Dean is required to make recommendation to VC.
d. VC discretion will be final for approval of the promotion

C. Proposed Rank Ratio

i. **UNDERGRADUATE LEVEL** (School Of Business & School of computing)

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for Rank distribution percentage for Full Time Faculty Members- Undergraduate Level (School of Business & School of computing) followed by SUC.

Table 1– School Of Business	
GRADE	**% OF FULL-TIME FACULTY MEMBERS**
Professor	15%
Associate Professor	30%
Assistant Professor	30%
Lecturer	15%

Sr. Instructor	5%
Instructor	5%
Table 2 – School of computing	
GRADE	**% OF FULL-TIME FACULTY MEMBERS**
Professor	15%
Associate Professor	30%
Assistant Professor	30%
Lecturer	15%
Sr. Instructor	5%
Instructor	5%

ii. **Graduate Level (School of Business)**

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 25:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for Rank distribution percentage for Full Time Faculty Members- **GRADUATE LEVEL (SCHOOL OF BUSINESS)** followed by SUC.

Table I	
Grade	**% of Full-time Faculty Members**
Professor	30%
Associate Professor	70%

D. **Outcome & Feedback**

The promotion board will inform its decision to the candidates in writing in the month of October. The unsuccessful candidates will be notified with the reasons for their failure. The decision of the Promotion board is binding and there is no appeal.

XXXV. ACADEMIC AWARDS

i. **AAC-Academic Members:**

SUC adopts an appreciation policy to motivate the AAC –Academic Members to encourage them to contribute their best, to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates AAC through Letter of Appreciation and monetary reward. The Awards are given is based on annual AACES and VC recommendation (This is applicable to AAC members only):

Sr. No.	Award	Monetary Reward
1	AAC of the Academic year	7500

Process for Selecting AAC for Appreciation/Awards:

a. The AAC members to be eligible for the awards must have achieved at least 80% in each of the components of FES.
b. The VC will decide the AAC award not totally based on the FES/SES quantitative values instead qualitative aspects of contributions are also considered.

ii. **Faculty:**

SUC adopts an appreciation policy to motivate the Faculty Members to encourage them to contribute their best to execute the various academic functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Committee through Letter of Appreciation and monetary reward. The Awards are given is based on annual FES VC recommendation (This is applicable to Faculty Members only):

Sr. No.	Award	Monetary Reward
1	Overall Excellence in Academics	AED 7500
2	Excellence in Teaching Effectiveness	AED 5000
3	Excellence in Research	AED 5000
4	Excellence in Services	AED 5000
5	Decadal Excellence Award for Continual Contribution	AED 10000

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

a. The Faculty members to be eligible for the awards must have achieved at least 80% in each of the components of FES.
b. The VC will decide the Faculty award not totally based on the FES quantitative values instead qualitative aspects of contributions are also considered.

KEY POSITIONS

Below are the defined key positions and committees responsible for different areas:

i. Vice Chancellor
ii. Deputy Vice Chancellor
iii. Director - Institutional Research, Quality Assurance, Outreach and Accreditation (DIRQAOA)
iv. Dean- School of Business
v. Dean - School of Computing
vi. Registrar
vii. Director - Marketing and Communication (DOMC)
viii. Director - Academic Support Services (DASS)
ix. Director - Public and Government Relations (DPR)

ABBREVIATIONS WITH FULL FORM

ABBREVIATIONS	FULL FORM
AAC	Academic Affairs Council
BBA	Bachelor of Business Administration
BOT	Board of Trustees
BSIT	Bachelor of Science in Information Technology
DEAN-SOB	Dean of School of Business
DEAN-SOC	Dean of School of Computing
DVC	Deputy Vice Chancellor
GDRFA	General Directorate of Residency and Foreign Affairs
DOMC	Director-Marketing and Communications
DPR	Director - Government and Public Relations
DASS	Director -Academic Support Services
DIRQAOA	Director of Institutional Research, Quality Assurance, Outreach and Accreditation
EOSB	End of Service benefit
FDP	Faculty Development Program
FES	Faculty Evaluation System
FSSC	Faculty and Staff Search Committee
HRD	Human Resources Department
HOGE	Head of General Education
IE	Institutional Effectiveness
IRQAOA	Institutional Research Quality Assurance Outreach & Accreditation
KPIs	Key Performance Indicators
MBA	Master of Business Administration
MQP	MBA qualifying Program
MOE	Ministry of Education
TNA	Training Need Analysis
SDP	Staff Development Program
SES	Staff Evaluation System
SOB	School of Business
SOC	School of computing
SUC	Skyline University College
VC	Vice Chancellor