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THE UNIVERSITY

a. Vision

UMS aspires to be a leading university in the region which provides a variety programs equipped with lifelong knowledge, skills and higher quality education.

b. Mission

UMS is a comprehensive educational institution that offers high quality education programs which promotes research and scholarly activities. UMS is committed to offering career oriented programs in modern sciences that meet the international standards. It also aims to prepare students for employment in regional and international job market. UMS will be known for the purposeful integration of applied learning that provides its students with the knowledge, skills, moral and intellectual virtues that form the basis for life-long learning and contribution. UMS through its dedicated professional administration faculty and staff seeks to provide a learning environment for students with diverse interest.

c. The University Objectives

To accomplish the University mission, the University team and staff members will work hand in hand to achieve the following objectives:

- To provide academic programs based on local, regional and international employment needs for students seeking immediate employment upon graduation.
- To offer community service programs that help to meet the recreational, cultural, educational, scientific and social needs of the area.
- To develop and maintain the quality and stature of academic departments and to promote research, support creativity and scholarly activities.
- To maintain effective student support to assist the students in reaching their educational goals.
- To prepare the students for regional and international labor market and improve their research ability.
- To develop and maintain innovative approaches to learning.
- To maintain comprehensive programs for professional growth and development of faculty and staff.
- To promote and maintain educational system that is continuously adaptive to the ever-changing socio-economic, technical, scientific, cultural and development needs of the UAE and the region.
- To ensure that the University’s physical and learning resources are utilized effectively, well maintained and continue to enhance the scope of their utility.

**UMS Mission and Goals are approved by the Governing Body (Board) prior to declaration. They are periodically re-evaluated to ensure its usefulness in providing overall institutional direction. The mission provides overall direction to institutional planning.**

**Faculty Handbook**

This handbook is written for and directed towards the University’s faculty members and comprises information that is essential to them. This handbook covers the rules and regulations, practices, expectations, and responsibilities for the faculty members. This handbook is distributed to all University’s senior faculty members. This handbook is subject to change and updates by UMS administration, and all information provided in it is for general guidance and does not constitute any contractual obligations beyond the employment contract. In case of any contradictions with the “employment contract” the latter prevails.

**University of Modern Sciences (UMS) Administrative Organization**

The administrative organization of UMS is flexible and adaptive to the changing needs of the students and allows the institution to carry out its vision, mission, and goals. The University Organization Chart is shown in Figure 1. UMS is managed primarily by The President, Assistant President, The Vice Presidents, The Colleges’ Deans, The Academic Department Heads, The Manager of Institutional Research /Quality Assurance (IR/QA), The Registrar, The Human Resources Manager (HRM), The Librarian, The Head of Information Technology, and Students Services Manager.

The President is the leader of the UMS and its representative with the main constituencies nationally, regionally, and internationally. The President administers and coordinates all operations and programs, identifies strong foundations to advance the UMS’ growth and maintain its success. The President promotes and develops effective educational programs that will distinguish the UMS’ stature nationally, regionally and globally.
Assistant President (AP) Internal Audit

In carrying out his/her responsibilities, President’s Assistant reports to the University President in regards to internal audit for reviewing and ensuring the compliance with academic policies and quality assurance procedures by all colleges and supporting departments at UMS. President’s Assistant will work closely with the Vice President for Academic Affairs (VPAA), and with the Quality Assurance Manager to develop a semester-based internal audit work plan. Assessment of the implementation and outcomes of this work plan will form the basis of annual performance evaluation of the President’s Assistant.

The Vice President for Academic Affairs (VPAA) reports directly to the University President on academic matters within the university and is dedicated to carrying out the academic mission of UMS through administering and overseeing its academic programs. The Vice President for Academic Affairs supervises the Colleges’ Deans on academic matters.

Vice President for International Relations and Research (VPIRR)

The Vice President for International Relations and Research works to create, promote and advance international initiatives within and outside UMS in three key areas: scholarly investigation of regional, national and international issues under the cooperative arrangements; international partnership and collaborative projects with overseas institutions; academic, educational and commercial exchanges with overseas institutions. In carrying out his/her responsibilities, the Vice President for International Relations and Research reports to the University President in regards to UMS international activities involving foreign exchange programs, research and teaching collaborations with overseas institutions, cooperative arrangements for international development projects and the international benchmarking of the UMS academic curriculum.

Vice President for Financial and Administrative Affair (VPFA) reports directly to the University President on matters related to administration and finance in the University. In addition, the VPFA has responsibilities of University marketing to enhance the University’s public relations and collaborations internally and externally.

The College Deans the academic leader for his/her College with many responsibilities related to academic policy development, academic program recommendations, promotion
and professional development of faculty members. The College Dean reports directly to the Vice President for Academic Affairs and supervises the programs’ leaders within the College.

The Academic Department Heads lead, oversee, coordinate and develop all academic activities of the Department and ensure that the results of the Departments’ teaching and research meet the highest possible levels – in teaching quality, research profile and student achievement.

The Institutional Research /Quality Assurance Unit (IR/QA) reports directly to the president and responsible for implementing, monitoring and evaluating the research program and plan for UMS.

The Registrar provides leadership to plan, organize and manage all of the activities related to the Records and Registration Department, including serving as the official authorized keeper of the University student records.

The Human Resources Manager provides human resource leadership to UMS and designs, implements and oversees broad-based human resource strategies, programs, practices and procedures that support the business, mission and goals of UMS.

The Librarian provides leadership for the acquisition of books and serial publications in all formats.

The Head of Information Technology oversees the design, development, deployment, and maintenance of networked computer systems and software applications serving the needs of the academic and administrative entities affiliated with UMS.

All the administrative unites work together in a harmonic and homogenous manner with a major goal of serving the students and facilitating their requirements and needs in a smooth and friendly environment.

Students Services Manager provide all services that will improve the student’s campus life and help students to understand learning styles and Increase students’ confidence, enhance skills, and general knowledge.
1. Faculty and Professional Staff Role Policy

Faculty members’ involvement in the academic affairs is recognized as a critical component in the educational process of UMS. Faculty members participate in developing and achieving the purposes of UMS and have the prerogative to make recommendations to the administration and the University on all matters relating to academic affairs: the curriculum, teaching, student support, research and/or scholarship, management and administration.

a. Curriculum Planning and Revision

Actively participates in curriculum deliberation and recommends actions related to additions, deletions, and modifications in curricula. Regularly examines the effectiveness of curricula in the realization of the program goals.

b. Teaching Responsibility

1. Judiciously prepare a syllabus for each course as required by UMS and the departmental policies and ensure that it is effectively followed through.
2. Deliver and teach the course according to the syllabus outline included in the University Handbook.
3. Ensure that all lectures and tutorials are delivered in their respective specified time.
4. Provide help to students.
5. Coordinate the delivery of the course to include innovative learning methods.
6. Review the adequacy of the learning resources to support the course including teaching accommodation, laboratories and workshops, books, journals, software and equipment.
7. Enforce UMS policies regarding student participation at instructional and related levels.
8. Prepare, schedule and distribute to students course work assignments with accompanying assessment criteria and submission dates.
9. Ensure the prompt return of graded class assignments, tests, reports, and others to students.
c. Student Support Service

Closely monitor the performance of all students and provide support and advice.

1. Advise students on solving academic problems and the procedures to be followed.
2. Advise students on career placement and training opportunities while keeping abreast of the guidelines provided by the UMS career planning office.
3. Review attendance excuses.
4. Receive student appeals and complaints and forward them to the Dean.
5. Participate in academic advising.
6. Oversee and assure the implementation of the policies governing the student advisory and scholarship program as related to instructional requirements.
7. Evaluate and follow-up on the student academic performance.
8. Help students explore career and educational goals.
9. Advise students in course selection and registration.
10. Timely performance of all instructional obligations.
11. Perform and implement policies and procedures for testing and assessment of student academic achievement.

d. Research and Scholarship

1. Participate in and implement the policies and issues concerning the improvement of the environment within UMS.
2. Promote interdisciplinary research and scholarship operation of research on campus.
3. Obtain external funding and assist in administrative and financial management of sponsored research, scholarship, and training projects.
4. Participate in research proposal preparation, funding strategies, program development, grant and contract administration.
5. Actively conduct research, present papers in conferences and publish in scholarly journals.

e. Management and Administration Duties and Responsibilities

1. Ensure that the instruction is in accordance with the approved learning and teaching strategies.
2. Ensure that the syllabus covers the students' learning requirements for the course.
3. Ensure to submit requests to acquire adequate resources needed for supporting the program and maintaining quality.
4. Participate in the process of reaccreditation whenever required and monitor compliance with the requirements.
5. Participate in the process of program assessment and report updates to the Dean.
6. Participate in University and departmental committees as needed.

f. Course management requirements

1. Office hours:
   a. Full Time faculty members are expected to keep a minimum of ten regular office hours each week in 2 hours blocks.
   b. A Part Time faculty member is required to give students at least one hour each week for each course taught.
   c. It is recommended that office hours are maintained in both mornings and afternoons. Office hours should be posted on or near the office door.
2. Syllabus: The faculty member is responsible to develop and provide a syllabus for each course he/she teaches
3. Grading and examination duties: Prepare, monitor and assess test examinations according to UMS assessment policy and procedure.

2. Roles and Responsibilities of Academic Administrative Staff
**Full-Time Faculty**

Full-time faculty members have instructional and non-instructional duties as assigned by the University. Instructional duties include, but are not limited to, the teaching of assigned classes, evaluating the students in the classes, and meeting with those students who require assistance. Non-instructional duties include but are not limited to conducting research and other scholarly activity, advising students, serving on committees, sponsoring organizations, and participating in professional organizations.

This section refers to the roles and responsibilities of the senior administrators

**a. The President**

The President is appointed by the Board of Trustees and reports directly to UMS Board of Trustees. The President should be a strong and visionary leader with sufficient knowledge of and experience with operating business of large institution.

The responsibilities of the President are the following:

- The leader for the University and its representative with the main constituencies nationally, regionally and internationally.
- Administration and coordination of all operations and programs UMS
- Identification of strong foundations to advance the UMS’ growth and maintain its success.
- Promote and develop effective educational programs that will distinguish UMS’ stature nationally, regionally and globally.

A candidate for this position must have a doctorate or terminal degree with sufficient integrated credentials to stimulate building the University and the community at large. The President should be a distinguished leader with an excellent record of executive leadership, community engagement and effective leadership to successfully integrate and maximize available resources within the University internally and externally for the stimulation and attainment of institutional uniqueness.
b. Vice President for Academic Affairs (VPAA)
The VPAA is recommended by the President and appointed by the Board of Trustees. The VPAA reports directly to the University President on academic matters within the university and is dedicated to carrying out the academic mission of the University through administering and overseeing its academic programs. The VPAA supervises the Colleges’ Deans on academic matters. In addition, the core duties of the VPAA include the following:

- Advising and assisting the President on making necessary actions and changes to maintain strong academic programs and institutional success.
- Overseeing the academic operational strategies within the different colleges to ensure constant improvement of the different academic programs.
- Identifying potential opportunities to maintain the academic growth of the University and to promote its uniqueness in order to maintain a sound competitive edge.
- Ensuring the administration and delivery of an outstanding array of programs that guarantee academic integrity in accordance with the UMS Vision, Mission and Goals.

Minimum requirements for this position include a doctorate or terminal degree with sufficient academic credentials to stimulate building the University. The VPAA serves as an academic catalyst to enhance and maintain academic level of the University and to provide a connection between higher administrations and the different Colleges within the University.

c. Vice President for Financial and Administrative Affair (VPFA):
The VPFA is recommended by the President and appointed by the Board of Trustees. The VPFA reports directly to the University President on matters related to administration and finance in the University. In addition, the VPFA has responsibilities of University marketing to enhance the University’s public relations and collaborations internally and externally. In addition, the core duties of the VPFA include the following:

- Advising and assisting the President on making necessary actions and changes to the University Administrative and Financial Systems.
- Identifying potential opportunities to maintain the support growth of the University and to promote its uniqueness in order to maintain a sound competitive edge.
- Supervising the Administrative non-teaching university staff.
d. College Deans

The Dean is the academic leader for his/her College with responsibilities related to academic policy development, academic program recommendations, faculty members’ promotion and professional development. The College Dean reports directly to the VPAA and supervises the programs’ leaders within the College.

The College Dean is also responsible for the following

- Possessing full responsibility of all aspects of academic operation and advances and serves as the primary representative for the College.
- Directing the administration, revision and changes of the existing programs while maintaining high educational standards.
- Recommending new high quality programs and developing new documentations consistent with the University’s mission to enhance the College overall performance and promote its growth according to the University’s mission.
- Enhancing and maintaining diversity among students, staff and faculty members within the College.
- Overseeing the overall performance of the students in the College and encouraging them to achieve their academic goals.
- Facilitating the academic standards, policies and procedures for the College’s students, staff and faculty members.
- Identifying potential opportunities for growth within the College to promote the College’s uniqueness among its peers within the University.

The successful candidate must have earned a terminal degree, preferably, doctorate. The College Dean demonstrates exceptional leadership skills in development, implementation, maintenance and advancement of the College and is committed to excellence in teaching.
e. The Head of Department

Position Description

To lead, oversee, coordinate and develop all academic activities of the Department and to ensure that the results of the Departments’ teaching and research meet the highest possible levels – in teaching quality, research profile and student achievement.

Qualifications

1. Evidence of significant and successful leadership and management experience at an appropriate level, e.g. deputy head of department, admissions tutor, or at another institution, particularly in times of change, or evident capability in this area.
2. Evident commitment to deliver the University's strategic aims and to be part of the management of the University.
3. Successful management of resources (finance and human) related to the furtherance of teaching, academic quality and the development of program.
4. Excellent communications, interpersonal and consulting skills.
5. Evident appreciation of the importance of relationships with students; experience of taking successful initiatives in relation to developing the student experience at departmental level; understanding of the issues, opportunities and difficulties surrounding widening participation.
6. Evidence of an ability to deal sensitively with concerns and complaints raised by students.
7. Judgment and decision–making capability – particularly where political, academic and institutional priorities might conflict or information is incomplete.
8. Evidence of successful and imaginative academic or related initiatives in a relevant area.
9. Able to command the confidence of the department and the University's Senior Management Team
Responsibilities

1. To provide academic leadership of staff within the department.
2. To manage and develop effectively and efficiently those human, physical and financial resources for which they are responsible in manner consistent with the policies and practices of UMS.
3. To develop the process of teaching and learning and create a productive and well-regarded learning environment for students in a manner consistent with the University's strategic plan.
4. To facilitate greater access to courses through the development of more flexible patterns of course provision and through a more imaginative entry policy.
5. To facilitate, within available resources, the development of those research, consultancy and scholarly activities which will enhance the academic reputation of the department and contribute to the personal development of faculty members.
6. To create and foster relationships with appropriate external agencies to promote departmental and the University's aims in general.
7. To provide a focus for communication within the department.
8. To contribute to the development and implementation of UMS policies and practices consistent with UMS mission statement.
9. To secure, monitor, and manage the departments' operational compliance with UMS standards.
10. To undertake all activities with a view to promoting equality of opportunity.
11. To prepare and submit to the Dean annual reports on the status of the department.
12. To discharge other departmental duties as assigned.
13. To plan and conduct effective annual assessment of the academic programs of the department.
3. Role of Faculty in Governance

The role of faculty members in UMS governance is a critical factor in planning. A strong, meaningful role for faculty members in governance enhances recruiting and retention of quality instructors and the overall well-being of UMS as a progressive institution. Faculty members actively engaged in governance are more likely to exhibit a higher level of commitment to the vision, mission, and goals.

The faculty member is primarily responsible for the following:

a) Curriculum, planning, review, and regular modifications.
b) Subject matter and pedagogical research.
c) Participation in UMS and departmental committees.
d) UMS goodwill.
e) Participation in guiding student services that have bearing on their academic performance.

Also, the faculty member is co-responsible for:

a) Participation in long term planning.
b) Participation in utilization of physical facilities. unclear
c) Participation in budgetary planning.
d) Participation in the deliberation of UMS evaluation and promotion.
e) Participation in the academic planning of UMS.

4. Academic Freedom

a. Faculty members are entitled to academic freedom regarding research and in the publication of the results, subject to the adequate performance of their instructional and non-instructional duties. Patent and copyright ownership will vest consistent with Board policy.
b. Faculty members are entitled to academic freedom in the classroom in discussing their subject, but faculty members should be objective in teaching of a controversial matter which has relation to that subject and of controversial topics introduced by students. A Faculty member should not introduce controversial matters which have little or no relation to the subject of instruction.

c. Faculty members are individuals, members of a learned profession, and representatives of a University. When faculty members speak or write as individuals, they should be free from institutional censorship or discipline. However, they must be aware that their position in the community imposes special obligations. As persons of a learning community, the faculty members should remember that the public may judge the profession and University by extramural utterances. Hence, each faculty member should, at all times, try to be accurate without offending the community, exercise appropriate restraint, show respect for the opinions of others and make every effort to indicate that as a member of UMS faculty does not speak on behalf of UMS.

d. Academic freedom should be distinguished clearly from constitutional freedom, which all citizens enjoy equally under the law. Academic freedom is an additional assurance to those who teach and pursue knowledge and, thus, pertains to rights of expression regarding teaching and research within specific areas of recognized professional competencies.

5. Organizational Reporting Structure

The organizational and reporting relationships in the University are governed by the institutional hierarchy system. The reports should go through the following tiers of academic administration. The University organization Chart is presented below.

College Deans report any financial or administration issues to the Vice President for administration and financial, and report any academic issues to the Vice President for academic affairs.
6. Standards of Professional Ethics and Cultural Norms

Faculty members have a responsibility to the university community, their profession, their students, and society at large. The faculty member, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon faculty members. The primary responsibility to one’s field is to seek and to state the truth as one sees it. To this end, the faculty member devotes time and energy to developing and improving scholarly competence. The faculty member accepts, as well, the obligation to exercise critical self-discipline and judgment in extending and transmitting knowledge. Faculty members are expected to interact in an atmosphere of mutual respect, with integrity, honesty, and regard for academic freedom. They should work with each other responsively in the day-to-day activities that further the mission of UMS and the success of students, colleagues and UMS as a whole. Faculty members should be professional in their conduct in the classroom and in relationships with students. They should maintain respect for each student and for each student's posture as a learner and should be appropriately available to students for consultation on course work.

7. Employment Policy

a) Part-time and Full-time Faculty Ratio

The part-time faculty members teaching in each program will not exceed the 25% of the total number of the faculty member in the program.

b) Academic Ranks and Qualifications

1. Full-Time Faculty Members

a) Teaching Assistants

An appointee to this rank must:
- Have a Bachelor or equivalent qualification in a discipline of their College from an accredited institution,
- Demonstrate promise of future professional growth in his/her field, and
- Expect to participate in all UMS affairs.
Teaching assistants will be only assisting in course laboratory preparation.

b) **Instructor (Appointed in Colleges)**

An appointee to this rank must:

- Have a masters or equivalent qualification in a discipline of their College from an accredited institution,

- Have demonstrated the potential to achieve excellence in teaching and scholarly or creative activities,

- Demonstrate promise of future professional growth in his/her field, and

- Expect to participate in all UMS affairs.

c) **Instructor (appointed in the English Language center)**

An appointee to this rank must:

- Have completed a bachelor and/or professional certification of equivalent,

- Have demonstrated the potential to achieve excellence in teaching,

- Demonstrate promise of future professional growth in his/her field, and

- Expect to participate in all UMS affairs.

d) **Assistant Professor**

An appointee to this rank must:

- Have a doctoral or equivalent qualification in a discipline of their College from an accredited institution,

- Have demonstrated the potential to achieve excellence in teaching and scholarly or creative activities,

- Demonstrate promise of future professional growth in his or her field, and

- Expect to participate in all UMS affairs.

e) **Associate Professor**

An appointee to this rank must:

- Have a doctoral or equivalent qualification in a discipline of their College from an accredited institution,
- Have demonstrated excellent teaching ability and shown continuing active engagement with students in and outside the classroom,

- Have demonstrated significant scholarly or creative accomplishments appropriate to his/her discipline,

- Show potential of becoming a scholar or artist of distinction, and have achieved professional recognition and growth. He/she should have had at least five years of full-time teaching and research experience as assistant professor, and - Expect to participate in all UMS affairs.

f) Professor

An appointee to this rank must:

- Have a doctoral or equivalent qualification in a discipline of their College from an accredited institution,

- Have achieved all of the qualifications for Associate Professor,

- Have achieved a record of international distinction in the academic or creative aspects of his/her field,

- Have demonstrated excellent teaching ability and shown continuing active engagement with students in and outside the classroom,

- Have a record of relevant and effective professional service and demonstrate an ability to continue to take an active role in the development and progress of his/her field, and

- Have had at least ten years of full-time teaching and research experience in a university or college, including at least five of those years in a rank of Associate Professor.

g) Visiting Faculty

A person who is on leave from the full-time teaching College of an accredited University or from a comparable educational, research, or policy institution may be appointed on a semester or annual basis as Visiting Faculty. All appointments will meet the relevant criteria.

2. Part-Time Faculty
Part-time faculty are members that are engaged in UMS’s Colleges and centers but have full-time duties elsewhere. They are basically recruited for teaching purposes, in addition to other functions that are mentioned below. The appointment of part time faculty will be done according to criteria of the full-time faculty. Part-time faculty in UMS will not exceed 25% of the teaching faculty. Part time faculty will receive the same pay rate per hour given to full time faculty when they carry overload. They will be subject to the same orientation program as the full time faculty and will be evaluated on the same bases.

c) **Criteria of Graduate Faculty:**

Faculty Members who teach postgraduate courses may have varied academic backgrounds. Holders of PhD degrees from a well-known or a highly ranked university, must be approved from the Ministry of Higher Education in United Arab Emirates and must be research active.

1. Faculty Members teaching postgraduate courses must meet their institution's minimum required subject hours after having successfully completed a specific number of graduate-level specialty courses.

2. Faculty Members teaching postgraduate courses must have prior teaching experience, with a minimum of a certain number of semesters as a Teaching Assistant to indicate that they have received proper training in education methodology (at the discretion of the Selection Committee).

3. Faculty Members teaching postgraduate courses must have completed recognized research and/or have had their academic work published.

4. Faculty Members must show evidence of research that was published with a renowned publication press/agency,

5. Faculty Members (full professor and Associate) must show evidence of experience in research supervision.

6. Faculty Members must also show evidence of participation in:
   a. Workshops
   b. Conferences
Characteristics of Graduate level Faculty:

1. She/he must be very knowledgeable about their subject matter. Usually he/she will be a recognized expert in their field of study.
2. Graduate degree program professors must demonstrate the ability to employ a wide variety of teaching methods that relate to at least three primary learning techniques. They must also demonstrate their competencies in the following:
   a. She/he must use as many options as possible of Visual and Auditory materials in order to connect with the students’ personal learning style.
   b. She/he must set and maintain a high level of expectations. This is critically important considering the audience and subject matter of their daily lessons.
3. Candidate will be asked to demonstrate the above criteria in a 15-20 minutes presentation to the Selection Committee on any subject of his/her choice.

d) Probationary Period and Terms of Contract

I. Probationary appointments

According to UAE’S Labor Law, Part III, Article 37, a faculty member may be engaged on probation for a period not exceeding six months, during which his/her services may be terminated by the employer without notice or severance pay, provided that he/she shall not be engaged on probation more than once in service of any one employer. Where a faculty member successfully completes his/her period of probation and remains in his/her job, the said period shall be reckoned towards his/her period of service. Credit for prior service shall be recognized when determining faculty’s salary.

Hiring Policy

Appointment to full-time faculty member status shall be based upon possession of terminal degrees completed at accredited institutions only or, in exceptional cases, upon approved doctoral equivalency. UMS does not recognize terminal degrees from unaccredited institutions.
a. Hiring Committees

Each department shall have hiring committees which consist of at least three members. When there are too few eligible faculty members to serve on the hiring committee within the department, the department shall elect members from among the qualified faculty members in related disciplines. The department head may serve on the hiring committee in addition to the elected members. Only in the event the department head does not chair the Hiring Committee, he/she will write a separate recommendation. The Dean will report all cases for the VPAA.

b. Policy for recruiting and hiring full-time and part-time faculty member

All full-time and part-time positions are allocated by the President upon recommendation of the Dean. Recruitment for any position may begin only after the Dean has acted upon the head of department’s recommendation and allocated a position and after the Dean have approved the announcement and recruiting plan for the position. The Dean will report all cases to the VPAA.

It is the responsibility of departmental hiring committees, with appropriate consultation, to develop the required and preferred qualifications, criteria for screening, and position descriptions for each allocated position. The criteria should be clearly stated and related to the position.

The notice of the position vacancy (full-time or part-time) must be disseminated nationally and regionally, and posted in the department and other appropriate on-campus locations. The position must be open for a minimum of 45 calendar days beginning with the date the advertisement is first published or disseminated. Exemption from the 45-day requirement may be granted only by the Dean or the VPAA.

All applicants, whether full-time or part-time, must be subjected to the same requirements and treated equally in all phases of the screening process. The department shall maintain adequate recruitment records so that a rejected applicant, upon request, may be given the reasons for non-selection. All applications and supporting material must be kept in the department for at least two years from the time of hire. These pre-employment files must be maintained separately from the personnel files of employed faculty member. Failure to
recruit in accordance with the university policy and procedures may cause the search to be extended or the recommended appointment to be disapproved by the Dean. No offer of employment is official and binding upon the faculty member except for the written offer prepared by the University and signed by the Dean or the VPAA.

c. Procedures for recruiting and hiring full-time and part-time faculty members.

Position Requests Departments will submit written requests for new position(s) to the dean. The dean may make a request for a position at any time. However, these requests will normally be made at the beginning of the academic year and no later than the deadline established annually by the President for considering position requests. The Dean will notify the President as soon as possible after this deadline of his/her decision, to allow adequate time for a full and thorough national search.

Step 1. Prepare a Position Announcement and Recruitment Plan

The position announcement should be sufficiently detailed to provide applicants with essential information and departments with a document from which to develop screening criteria.

The position vacancy announcement will include:

- Position title
- Position description
- Required and preferred qualifications
- Salary range
- Date position is to be filled
- Application deadline
- Application procedure (to whom to apply, documents required)
- Information about the department and College (optional)

Departments will submit copies of position announcements and recruitment plans to the Dean, who shall submit it to the VPAA, who, in turn, submits it to the President for his approval. Recruitment may begin only after President has approved, announced the recruitment plans and notified the College.
Step 2. Advertise Position

Full time and part time position vacancies shall be advertised nationally and regionally in appropriate media for the discipline, and shall be posted in relevant department and University offices for a minimum of 30 calendar days prior to closing the search. The recruitment effort should include a mailing to other institutions or organizations appropriate to the discipline and announcements in newsletters or journals, in addition to UMS website.

Step 3. Acknowledge Applications

The HR departments shall receive all applications and shall send all applicants an acknowledgement of their application which also requests additional information if needed and Referral Information.

Step 4. Screen Applicants

Applications shall be forwarded from HR department to the concerned academic department, via the College dean. Applicants shall not be either excluded or included solely because of their geographical proximity to UMS. Departments shall notify applicants of the status of their candidacy as the screening process proceeds. Applicants who do not meet the minimum qualifications or who are otherwise rejected in the first screening should be notified in writing by the HR department at the conclusion of this screening. At subsequent points in the search at which the department is no longer interested in a candidate, the candidate shall be notified. After the pool of semi-finalists (group from which finalists will be selected for interviewing) has been agreed upon, the Department shall submit to the Dean a list of the semifinalists, along with the selection criteria for the position. Any candidate whose candidacy remains viable shall not be notified until a final offer has been made and accepted.

Step 5. Check References

Hiring committees are responsible for checking references of top candidates prior to the interviews. Before obtaining information from references or any other sources, the committee shall contact the candidates and obtain their permission.
Step 6. Interview Finalists

Only the top candidates for a position should be interviewed. Departments shall consult with Dean regarding finalists to be interviewed prior to interviews being conducted. The interview process shall be consistent for all candidates.

Step 7. Recommend Candidates

When the hiring committee and department head (when not a member of the committee) agree on the recommended candidate(s), they shall forward their joint recommendation to the Dean. The Dean will report all cases for the VPAA, who, in turn, repeats them to the President for final approval. After the President has reviewed and approved the recommended appointment, an official and binding offer letter is prepared in the department for the President signature. The letter shall make it clear that hiring becomes complete only after official security clearance is granted as per the UAE government regulations.

Academic Contracts

All Academic contracts shall include terms for the:

- Time period of the contract,
- Salary, Benefits, and Job Duties,
- Criteria for renewal of the contract, and
- University commitments if applicable

The following is description of the main criteria of academic contracts:

Time period of the contract

A faculty member is normally appointed for a period of two (2) years; this is renewable on an annual basis. The first six months of employment are considered the probationary period. Upon successful completion of the probationary period, the faculty member will complete the contract period. The contract will then be renewed for a period of another term of two
years, depending on satisfactory annual performance reviews. Some faculty members may be issues with contract for periods longer than two years.

**Contract Termination**

During the probationary period, UMS has the right to terminate the contract without providing reasons for such action. Unless the faculty member is informed of the termination of his/her contract by the end of the probationary period, the faculty member will complete the period of the contract.

After the probationary period must be notified at least six month before the end of his/her contract. If not notified on time the faculty will be entitled in this case to receive compensation equal to the total of his/her salary for two months or the salary of the remaining period until the end of the first year, whichever is smaller.

UMS has the right to terminate the contract of any faculty member due to reasons such as: not obtaining residency visa or work permission, legal order, violation of code of conduct against governmental policies etc. In all cases the Federal Labor Law in United Arab Emirate will be implemented.

**Resignation of Appointment**

A faculty member may resign by issuing a letter of resignation to the Dean of the respective College, at least six months prior to the intended date of terminating his/her contract. Failure to submit resignation on time results in losing the end of service benefits.

It will be considered a resignation if a faculty member absents him/herself for more than three weeks without prior approval, even if this period of absence immediately follows his regular holiday, or travel period. The faculty contract will be considered terminated as from the date of his/her absence. If the faculty member returns to assume his/her responsibilities after a maximum of three months and presents an excuse for his/her absence that is acceptable to the President, the period of absence may be considered as an unpaid leave.

**Termination of Appointment**

Termination or dismissal of a faculty member will only occur for cause, which could include one or more of the following:
- Failure to perform adequately the duties of the position, through actions such as incompetence and/or habitual neglect of duty,

- Misconduct related directly and substantially to the professional capacity of the faculty members,

- Conduct or commit an action not protected by the constitution or laws and which is a clear interference with the academic functions of UMS,

- Prolonged inability for medical reasons to perform the duties required for the position.

Termination of a faculty member for medical reasons will be based on convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of appointment, or

- Reduction in staff which may be caused by financial exigency or by discontinuance or reduction in size of a program or instructional unit for reasons not related to financial exigency.

**Process of Appointment Termination**

Evaluation for the purpose of renewing or terminating a contract is conducted based on evaluation of the faculty member’s academic performance. The following procedure will be followed:

- The faculty members complete annual performance report according to the criteria set by the University.

- The department Chairperson critically analyses the faculty performance report and submits his/her detailed assessment and recommendation to the Dean.

- The Dean reviews the report, adds his/her own comments and recommendation, and forwards the report to the Vice President for Academic Affairs for evaluation at the University level.

- If the recommendation of the Dean is different from that of the Chair, the Vice President for Academic Affairs will meet with the Chair and the Dean to attempt to reconcile the differences.
- The Vice President for Academic Affairs reviews the file, reports it to the President who
  decides on the case, and informs the faculty member.

- The President may form a University wide committee to revise all renewal or termination
  cases.

- The University Council reviews the file and adds its own recommendation.

- In all cases, the faculty member will be informed of the outcome of the process at least
  six months before the end of his/her contract.

- The faculty member has the right to appeal the final outcome.

**Appeal of Appointment Termination**

Faculty Grievance Committee will be formed at the beginning of each academic year by
the President. This committee will look into grievance cases and appeals submitted by
faculty members; among these cases is the appeal of appointment termination.

A faculty member can appeal his/her appointment termination in writing to the Vice
President for Academic Affairs within 15 working days of receiving the letter of
appointment termination. The appeal should be supported by the proper documents. The
Vice President for Academic Affairs shall forward the appeal to the faculty grievance
committee. The committee shall study the particular grievance and make a
recommendation to the Vice President for Academic Affairs.

An appeal of the grievance committee decision can be made to the President within seven
working days of notification of said decision. The President will appoint a three person
appeals committee to hear / review a written appeal, and make a recommendation to the
President. The President will issue a final written decision within seven working days of
the appeal committee decision.

**Compensation and Benefits**

The salary allowances and other benefits for a faculty member will be paid as indicated
below:

Basic Monthly Salaries and Academic Allowance (AED):

Professor 12,000 – 14,000
Associate Professor  10,000 – 12,000  
Assistant Professor  8,000 – 10,000  
Instructors  6,000 – 7,000  

Academic Allowance: Faculty at all ranks receives monthly academic allowance equal to 50% of the basic salary.  

**Special Allowance:** A faculty may be provided special allowance, up to 50% of the basic salary, as approved by the President upon recommendation of college dean and the VPAA. Special allowance may be given to faculty in rare specialization or to faculty with distinguished performance, qualifications, and experiences.  

**Housing Allowance:** Each faculty will be provided by appropriate housing, depending on marital status, family size, rank and other considerations. If housing is not available the faculty will receive an amount of AED 24,000 to 50,000 per year (For all ranks except Professor: normally AED 30,000 for singles and 40, for married with children.  For Professors, AED 40,000 for singles and 50,000 for married with children with children). Housing allowance shall be paid in two half-yearly equal installments.  

**Furniture Allowance:** If the University does not provide furnished housing each faculty member is entitled to a one-time furniture allowance, normally provided at the start of employment, depending on his/her academic rank. Professor is entitled to a furniture allowance of AED (20,000) Twenty thousand dirham. Associate Professor and Assistant Professor and Instructor are entitled to a furniture allowance of AED (12,000) twelve thousand dirham. If the length of service at the University is less than four years, the furniture allowance shall be partially paid back to the University according to a linear depreciation model.  

- Each faculty member is entitled to an annual gratuity equals to one month of basic salary for every complete year of actual service.  

**Education Allowance:** Each faculty member is entitled to children education allowance of a maximum of two children, with a maximum of 10,000 AED per child and for a maximum of AED 20,000 per family. Children should be residents of UAE and are enrolled in UAE private schools (up to grade 12). Actual receipts must be submitted to claim the educational allowance.
**Air Travel Allowance:** Each faculty member is entitled to a Round Trip Economy Air Ticket for himself/herself, his (her) spouse, and up to two unmarried children (under the age of 18) from Dubai to his/her home of permanent residency according to documents presented at the time of contracting. Cost of air travel may be paid in cash, based on the current market value of economy class travel. This travel cost is paid on the condition that the faculty (and his dependents, as appropriate) does travel outside the UAE.

**Health Insurance:** Each faculty member, his (her) spouse, and up to two unmarried children (under the age of 18) are entitled to a co-health insurance coverage to be provided by UMS.

The female employee is alone entitled to a health insurance coverage to be provided by UMS.

In the case of divorce up to two unmarried children (under the age of 18) are entitled with her to a co-health insurance coverage to be provided by UMS.

**Supplementary Compensation for Administrative Duties**

Faculty members will be compensated for administrative duties as follows:

- President: 8,000
- Vice President: 6,000
- Dean: 4,000
- Chairperson: 1,000
- Director of a Unit or Center: 1,000

Other duties and compensations will be evaluated on an individual basis.

**Compensation Categories**

1. **Base Salary**

The base salary for most faculty members is for work obligations incurred and work performed during the academic year, defined as the period beginning with the first day of the Fall semester registration and ending with Spring semester commencement. The base salary for certain members of the faculty performing administrative duties and other duties beyond the usual academic assignments and for most other salaried employees is for the fiscal year.
All base salaries will be paid in twelve (12) monthly installments except as specified in UMS Regulations. Required deductions will be taken from salary payments for specific purposes as may be authorized by the individual, or as required by law.

**Supplementary Compensation**

**From Funds Disbursed through UMS**

Full-time employees during their regular terms of service will not have their salaries supplemented from University grants, contracts, or other University sources except for:

- Employment in noncredit programs, and similar activities scheduled through UMS education programs,
- Occasional employment at UMS sponsored events,
- Overtime payments when required by the contract of the employee,
- Employment as part-time instructor, lecturer or professional employee,
- Employment on grants, contracts and UMS-funded activities where the work is in addition to the individual's regularly assigned duties under limited conditions and for a limited period of time,
- Conditioned with UMS approval, full-time employees on academic year appointments may earn a percentage of their salary.

**From Community Organization Sources**

UMS is committed to share knowledge and experience with community organizations. The costs of such services normally are not included within UMS budget and must be covered by funds from the organizations or from other non-university sources, including appropriate overhead costs. UMS will make every effort to release the individual to the community organization for the time required, with an appropriate salary adjustment to be made between the community organization and UMS.

**Consulting**

During the period of full-time UMS employment a faculty may, with prior approval of the concerned authorities, perform professional and consulting work with or without compensation. The faculty must ensure that:
1. The commitment to professional and consulting work will not normally exceed thirty six (36) calendar days per academic year for academic year employees and forty-nine (49) calendar days per fiscal year for fiscal year employees;

2. The work must not interfere with normal UMS duties, including those extra responsibilities expected of all such employees;

3. The work must be in addition to, rather than a part of, normal full-time UMS duties,

4. The work must also be related to the employee's regular campus duties and must contribute to the effectiveness of the employee's regular work;

5. When faculty members perform professional and consulting work, they must furnish written statements signed by them and the clients attesting that the efforts are independent of UMS employment and any affiliation thereto, that UMS will be held harmless in relation to any product thereof, and that UMS is not to be connected with the results and may not be involved in publicity, advertising or other activities related to the work, except for publication of scholarly works;

6. The appropriate Dean, director or Vice President at UMS, will make a determination that the foregoing requirements have been met. The President will receive notification of each request prior to initiation of the professional or consulting work;

7. The facilities of UMS may not be used for outside work without the recommendation of the appropriate Vice President, Dean or Chairperson/Director and approval of the Vice President for Administrative and Financial Affairs who shall establish the compensatory schedule for facilities used;

8. This regulation shall not apply to work that:

   a. Does not involve use of UMS facilities,

   b. Does not represent UMS, and

   c. Is performed outside an individual's overall commitment of time and effort to UMS, or conducted during approved vacation. Activities undertaken outside the individual's overall commitment to UMS will be disclosed to the appropriate Dean, Chairperson/Director, Vice President or President.
Failure to comply with this regulation will constitute a conflict of commitment and may result in disciplinary action.

8. **Policy on Professional Requirements for Teaching**

a) UMS requires that the preparation and qualifications of all faculty members (full-time and part-time) are appropriate to the field and level of their assignments with degrees earned from internationally recognized institutions of higher education.

b) The faculty members must have an earned terminal degree to be considered for a teaching position in the University.

   a) **Part-time faculty members**

   The University requires that part-time faculty members must meet the same qualifications as that of full-time. Part-time faculty are usually contracted for 1-2 semester, to teach maximum of 6 credit hours per week. The number of part-time faculty must not exceed 25 % of the total number of faculty teaching in a given program.

   b) **Parity for faculty members**

   It is the University's policy that part-time and full-time faculty members are equally evaluated and parity in meeting the requirements for professional, experiential and scholarly preparation. All faculty members (part-time and full-time) have equal opportunity in professional privileges.

9. **Policy of Faculty Evaluation**

1. **Introduction**

This is one of the many steps in the effort to develop Institutional Research activity in general and program's assessment in particular.

The main objective of the Faculty evaluation to raise the importance of all of the areas of their activities (teaching, research a, scholar activities, community service, and Faculty Annual work plan (for next academic year). The survey queries all UMS faculty members about their contribution in areas of Teaching, Research and Community service.
UMS recognizes the importance of the formative relationship between faculty evaluation and faculty professional development, for the purpose of enhancing the effectiveness of all its educational programs. As indicated through the comprehensive coverage of the components used in the faculty evaluation process, the process allows each component of the covered (teaching, research, university community services, and faculty annual work plan (for next academic year).

The faculty evaluation feedback will reflect the strengths and areas for development of each evaluated faculty member. Subsequently, individual as well as departmental development plans will be established based on the relevant feedback generated.

2. Categories of Faculty Evaluation:

Three (4) specific categories of promotion criteria will be used during review:

- Teaching,
- Research and Scholar Activities, and
- Community Service.
- Faculty Annual work plan (For next academic year)

2.1. Teaching

This category refers to classroom teaching, directed studies, supervised fieldwork or student training. Also, under this category, other academic activities such as academic advising, course planning and student supervising will be assessed.

All teaching services must be documented and presented in a Teaching Portfolio, (AAR) (CFR) prefaced by a personal statement that links the contents to the promotion criteria related to the quality and relevance of teaching.

The applicant's Teaching Portfolio must also include services provided, outcomes and relevant evaluations, especially workload records. It should also include evidence of
continued excellence in the classroom. This may include, but not be limited to, the following:

Providing whole-class student evaluations of consistent teaching effectiveness in a variety of courses over a reasonable period of time since appointment,

External assessment/reviews of student accomplishments/creative work which have a direct link to the faculty member.

2.2. **Research and Scholarship Activities:**

The applicant's Scholarship Portfolio must include documented evidence of continued excellence in scholarly activities that may include, but not be limited to, the following:

- Refereed scholarly publications, including books, journal articles, refereed conference proceedings, etc.,
- Other scholarly publications, including textbooks, monographs, book chapters, translated books which contribute to a body of knowledge or reflect significant scholarly activity and expertise.
- Technical reports and similar publications that present new ideas or incorporate scholarly research that contributes to the professional literature, the advancement of professional practice, or the improvement of professional education,
- Intellectual property developed, such as software or patents,
- Research projects and grants as well as activities in international organizations and networks,
- Research, creative work, and performance records as documented in visual media or through reviews that are of national or international scope.
- Reputation of journals, sources of reviews, and book publishers.

2.3. **Community Service**

Community Service must include documented evidence of services provided, outcomes and relevant evaluations. It should include involvement in University committee work, faculty leadership roles, and demonstrated record of community services and/or business/professional service. It should also include increased administrative responsibilities and leadership roles, an active and constructive role in departmental meetings and committees.
and in University/Faculty-wide service, including academic advisement, faculty and student recruitment, and in student service activities. Also, cooperative efforts in assisting various administrative and student services departments, Active role in the resolution of issues in professional and/or community Institutions, Active participation in regional and national professional institutions.

2.4 Faculty Annual work plan

   The faculty annual work plan include the following:
   - Course development Plan.
   - Research and scholarly Activities plan.
   - Professional Development plan.

3. The Weighting of Faculty Member's Evaluation

The Faculty Member's Evaluation consists of three main parts, which cover the most important aspects. Weights for each criterion are defined through percentage as follows:

A. Teaching 50%
B. Research and Scholar Activities 35%
C. Community Service 15%

The main parts divided on sub-categories, with goal to establish a proper balance among the different performances (as follows):

A. TEACHING (50%):

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<tr>
<td>A1.</td>
<td>Teaching content and diversity of courses</td>
<td>15</td>
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<tr>
<td>A2.</td>
<td>Course plans and teaching materials</td>
<td>5</td>
</tr>
<tr>
<td>A3.</td>
<td>Innovative and diverse teaching methods</td>
<td>5</td>
</tr>
<tr>
<td>A4.</td>
<td>Course planning/coordination/advising</td>
<td>5</td>
</tr>
<tr>
<td>A5.</td>
<td>Teaching performance - student evaluation</td>
<td>20</td>
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SUM A. Teaching 50

B. RESEARCH AND SCHOLARSHIP (35%):

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<tbody>
<tr>
<td>B1.</td>
<td>Journal and conference papers (incl.B1b.)</td>
<td>max 20</td>
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<tr>
<td>B2+ B3</td>
<td>Projects, Cooperation, Other scholar activities</td>
<td>max 15</td>
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SUM B. Research and Scholarship 35

C. COMMUNITY SERVICE (15%):
10. Professional Development

UMS is committed to developing high standards and quality of its education. Thus, its professional development is considered an essential long-term investment, aiming to enhance good teaching practice by implementing new instructional strategies to enable the Faculty members to respond positively to the changing needs of students. Therefore, UMS is committed to provide sufficient funding for faculty professional development to cover research cost including seed money for research and for publication in referred journals and travel costs for presentation accepted paper in conferences. Faculty member is entitled at least one conference per year for full funding. UMS encourages excellence in teaching and scholarly activities through offering programs to enable the Faculty to improve personal and professional qualities as educators.

a) Opportunities for University development include:

i. New Colleague Orientation and Mentor Program

The Orientation Program, designed to acclimate Colleague to UMS community, has three primary components: (1) a two-day orientation seminar held in late summer; (2) a series of fall workshops on topics helpful to new Colleague; (3) a Mentor Program through which experienced Colleague work with new Colleague during their first year at UMS, offering them opportunities to discuss professional and personal concerns.

ii. Release time for creative/scholarly projects

All faculty members are encouraged to apply for three hours release time to develop creative/scholarly projects.

iii. Travel to Professional Conferences

Support for travel to professional conferences is available through the Dean. Faculty members should submit a copy of all forms, along with a memo explaining the purpose, to the head of the department who, provided he/she approves the request, will forward the document to the Dean who submit it to the VPAA, then to the President for his final
approval. Travel expenses are calculated according to the guidelines set by the Vice president for Administration and Finance. Written report on funded travel and an Expense Report with attached receipts must be submitted to the head of the department within one week after the travel is concluded.

Approval of financial support to attend conferences is made by the President, and is subject to budget allocation for each College for conference attendance.

UMS shall normally cover registration fees, air travel, and per diem of AED 1500 per day. Such approval is subject to the faculty presenting an accepted paper in refereed conference proceeding, covering UMS name as affiliation.

In cases where a number of applications is submitted for travel funds, the college Dean shall prioritize their approval, after consulting the relevant department heads.

Financial support to attend local scientific meetings in the UAE shall normally cover registration fees only.

iv. Workshops on Advancement of Teaching

The workshops aim at advancing the art of teaching, particularly through effective and innovative uses of technology. The workshops are not limited to supporting faculty members’ use of technology, it support a broad range of initiatives aimed at improving teaching and student learning, supporting faculty members and student research, and exploring issues in higher education in general. Examples of the latter include faculty members’ discussions on plagiarism, scientific writing, scientific editing etc.

v. Workshops on Undergraduate Research

The overall mission is to increase the number of students involved in research (creative scholarship/activity). In this context, workshops, sponsoring internal funding opportunities, hosting the annual Festival of Scholars are provided for students and faculty members. Specifically, the workshops help faculty members develop grant proposals that involve undergraduate research/scholarly opportunities, provide faculty members training on how to effectively mentor undergraduates as they complete a scholarly project, and explore ways in which teaching and research can be integrated.
b) Eligibility

All faculty members (part-time or full-time appointments) are eligible to participate in the University's development programs. Special eligibility requirements associated with the individual programs are described with each program.

c) Required Approvals

Applications for all faculty members’ Development Programs require departmental and Dean's signatures. These signatures certify that (1) the applicant meets the requirements for the given program, (2) the proposal merits support, (3) acceptance of the award in an individual case will not impair the instructional activities of the department, (4) the proposal is consonant with the University's strategic plan, and (5) the application follows the requested format.

d) Announcements of Opportunities and Award Recipients

The University annually announces the developmental opportunities available to faculty members along with the procedures and deadlines governing each such opportunity. This information is also continually available on University web site, which is updated on a regular basis. Following the review and evaluation of proposals submitted for each developmental program, the recommended proposals are forwarded to the Dean for his/her approval.

e) Relevant criteria for selection of applicants

Applications for faculty and staff members’ development program are evaluated by the Dean. In every case, the evaluation focuses on the following:

1. The productivity and achievements of the applicant.
2. Academic experience and practices characterizing the applicant's field of study.
3. Project's potential for contributing to the faculty member's professional development.
4. Quality of professional products in relation to field and years of academic service.
5. Consistency of professional productivity, in relation to years of academic service.
6. Awards, fellowships, grants, and other honors earned.

7. Consultant-ships, editorial assignments, review assignments, and other invitations that imply peer recognition.

8. Conferences, displays, guest lectures, and other professional contributions.

9. Special assignments and services performed for UMS.

10. General reputation and attitude of the applicant inside UMS.

11. Leaves

Although leave policy differs and depends on the type of leave, the following principles are common:

- Leave is a privilege which may be granted upon proper application; it is not a guaranteed right.
- The applicant must demonstrate a valid reason or need for the leave.
- It must be determined that the granting of a leave request is consistent with the best interests of UMS. The best interests of UMS will be evaluated by reference to the teaching, research and service needs of UMS. In particular, arrangements for appropriate substitute staff member will be considered, and faculty members requesting leave are expected to assist in making such arrangements.
- All leaves applications should be submitted to the University president through the head of the department for approval before taking the leave.
- The Head of the Department must submit approved leave requests to the Human Resources (HR) Office on a monthly basis. HR maintains the records of usage of leave.

a) Training Leave

The University supports the educational and development of employees to expand their personal and professional growth. A training paid leave of absence may be granted to full time faculty members only, with the approval of the Dean and the University president. The University will consider reasonable release time for attendance at conventions, seminars, training, and workshops, provided it does not duly interfere with the faculty member’s duties and assignments. The applicant should submit official documents
including all the details about the proposed training (title, field, duration, location, expenses, etc.) combined with a letter indicating the rational and the importance of this training to the applicant. However, it is the responsibility of the faculty member to ensure that duties and assignments be covered during his/her absence. A faculty member receiving financial assistance from UMS is expected to return to his position and to serve UMS a period of time equivalent to the leave period. Moreover, a report on the work done and progress made during the leave is to be submitted to the head of the Department.

b) Maternity Leave

1. Staff members with at least one year of employment may, upon request obtain maternity leave related to pregnancy, childbirth, and nursing an infant for a period of up to 45 days, as per the UAE labor law.
2. An eligible faculty member must give her department Head at least three (3) months' written notice of her intention to take maternity leave, her anticipated date of departure and her expected date of return to full-time work. If a medical emergency prevents her from giving of three months' notice that will not disqualify an eligible faculty member from obtaining maternity leave. However, she should state in writing, as soon as possible, her intention to be on maternity leave for a specified period and her intention to return to full-time work by a designated date within four months.
3. A faculty member on maternity leave must not use the period of maternity leave to pursue actively other employment opportunities or to work full-time or part-time for another employer.
4. After an eligible faculty member has given notice of her intention to take maternity leave, her department Head will begin efforts to cover temporarily the responsibilities to be left unattended by the person on maternity leave. If, after reasonable efforts, a temporary replacement cannot be found, the faculty member may be notified that her position has been determined to be unique and, for that reason, her maternity leave is limited to a specified period of less than six months. In such a situation, the faculty member may be required to return to work in less than six months.
c) **Compassionate Leave**

Compassionate the leave of the faculty member who is unable to work due to a catastrophic personal illness or injury, or who are absent due to a catastrophic illness or injury within their immediate families (wife, husband, children, mother, father, brother or sister, grandmother, grandfather). Catastrophic illness is defined as a severe condition or combination of conditions that affects the physical or mental health of you or an eligible family member, requires treatment by a licensed practitioner for a prolonged period, and has resulted in a life threatening condition and/or has a major impact on life functions.

d) **Hajj Leave**

Full-time Staff members with at least one year of employment are granted a twenty one (21) days paid leave for Hajj. The Staff members is requested to submit official documents (Hajj VISA, Invitation for Hajj, copy of a valid passport etc) and a letter requesting hajj leave to the Vice President for Administration and Finance through the Dean. Before the leave is taken, the Department Head will begin efforts to cover temporarily the responsibilities to be left unattended by the person on Hajj leave.

e) **Sick Leave**

i. According to UAE’S LABOUR LAW Part IV Article 82, when/if a faculty member contracts an illness other than as a result of an employment injury, he/she shall report his illness within a maximum of two days and the employer shall thereupon take the necessary steps to have him/her medically examined immediately for the purpose of verifying his/her illness.

ii. According to UAE’S LABOUR LAW Part IV Article 83;

   a. The faculty members shall not be entitled to any paid sick leave during the probation period.

   b. If faculty members has completed more than three months after the probation period in the continuous service of UMS and fall ill, he shall be entitled to sick leave not exceeding 90 days whether continuous or
otherwise, in respect to every year of service. Such leave shall be calculated as follows:

i. The first 15 days with full pay.

ii. The next 30 days, with half pay.

iii. Any subsequent periods without pay.

iii. According to UAE’S LABOUR LAW Part IV Article 84; No remuneration shall be payable during sick leave if the illness is the direct result of the Faculty member’s misconduct.

iv. A serious health condition is defined as a medical condition which requires inpatient care at a hospital, hospice, or residential medical care facility, or a condition which requires continuing care by a licensed health care provider.

v. As a condition for approving a request for Sick Leave because of his/her own serious health condition, UMS will ask the faculty member to obtain certification of the serious health condition from a licensed physician. The faculty member must respond within fifteen (15) days of the request or provide a reasonable explanation for the delay. Failure to provide a certification by a licensed physician will result in a denial of continuation of family and Sick Leave and or disciplinary action.

vi. Certification of the serious health condition shall include the date when the condition began and its expected duration. If the faculty member must take Family and Sick Leave for his/her own medical condition, the physician’s certification must also include a statement that the faculty member is unable to perform the essential functions of his/her position.

vii. UMS administration may initiate Sick Leave by referring a faculty member to a physician of the University's choice to certify that it is safe for the faculty member to continue working and performing duties as required by the job description or to certify that the faculty member does not pose a direct threat to the health or safety of other faculty members, staff, students or visitors at the faculty member’s work location.
viii. Department Heads must submit approved sick leave requests to the Human Resources (HR) Department on a monthly basis. HR maintains the records of usage of sick leave. Holidays or other authorized absences during a sick leave will not reduce the accumulated days earned. Sick leave is to be used only as needed and not taken automatically.

ix. When faculty members plan to take leave under this policy, they must give the Department Head or the Dean at least 30 days’ notice for approval, prior to the starting date of leave. The Dean will review and approve the request. The thirty (30) days’ notice will not be required in the case of a medical emergency. In the case of a medical emergency the faculty member must give notice as soon as it is practical. Someone representing the faculty member should notify UMS in the case of a true medical emergency and inform UMS as to approximately when the faculty member will be contacting his/her head of Department or Dean.

x. A faculty member undergoing planned medical treatment is required to make a reasonable effort to schedule the treatment at a time that would minimize disruptions to his/her academic assignment. If a faculty member fails to provide 30 days’ notice for a planned leave with no reasonable excuse for the delay, the leave request may be denied until at least 30 days from the date UMS receives notice.

f) Leave of Absence without Pay

i. Full-time faculty members with at least one year of employment, with the approval of their supervisor(s) and the University President, may be authorized to take leaves of absence for up to one semester for the following reasons:

- Sickness and disability (including pregnancy).
- Serious illness of a member of the employee's family.
- To accompany spouse when spouse travels abroad.
- Extended vacation.
- Mutual agreement leaves where both the faculty member and the department agree on granting the leave (departments are required to hold the position for the employee's return).
• Other reasons deemed appropriate by UMS.

ii. All leaves without pay will be granted without loss of seniority. Contractual benefits or rights accumulated by the faculty member prior to the effective date of the leave will be carried forward and credited to the faculty member upon his/her return.

iii. Faculty member will not accrue sick leave or vacation leave credits while on leave of absence without pay.

g) Annual Leave

i. Full-time faculty members with at least one year of employment are entitled to forty five (45) calendar days of paid annual leave per calendar year. This total of (45) forty five calendar days paid leave include days of fall and spring breaks included in the UMS calendar. They, however, do not include Islamic and UAE national holidays. Normally, faculty paid annual leave is taken outside the normal semester for working period.

ii. The scheduling of a faculty member's annual leave shall be subject to the approval of his or her head of Department or other individual designated by the Dean to authorize leave requests.

iii. The maximum number of unused days of annual leave that may be accrued and carried forward from one year to the next shall be (7) seven work days.

h) Holidays

Full-time and part-time faculty member is granted a paid leave for religious and public holidays immediately after starting employment. The calendar of holidays will be published annually, and usually determined by UAE government.

i. Al Isra'a Wal Miraaj

ii. Eid Al Fitr

iii. National Day

iv. Eid Al Adha

v. New Year's Day

vi. Al Hijra New Year
vii. Prophet's Birthday

Note Regarding Leave

Taking time off that has not been properly authorized is inappropriate behavior which could be considered job abandonment and may result in pay reduction, ineligibility for pay adjustment for the coming year, and disciplinary action. In the event a staff member decides not to take the requested absence after it has been approved, the staff member must notify the appropriate supervisor in writing that the day was not used or the day will be charged. The head of the department is responsible for notifying the Human Resources of the change.

12. Research and Other Academic Responsibilities

One of the primary purposes of UMS is to carry out research to advance the frontiers of science and technology (only these subjects) and further the University's educational program. However, research at UMS compliments, and does not compete with normal academic activity. Normally each department is responsible for all instruction and research in its field. UMS will enter into arrangements for research when that research does not interfere with faculty members’ commitments, academic responsibility and: 1) it provides faculty member the opportunity to gain experience and knowledge of value to their teaching and research; 2) it is suitable research through which the individual may make worthy contributions to knowledge; or 3) it is an appropriate public service.

13. External Grants and Funds

Grants are fiscal instruments that provide the researcher with significant flexibility to determine spending categories and research direction. Grants are usually made in support of basic research. While in contract one party is buying a service or product from the other party. Contracts assume the production and delivery of a product, which can be an instrument, device, or technical report. Consequently, contract requirements are more specific and less flexible than grants and agency personnel tend to maintain more rigid control of the project. UMS encourages research using both grants and contracts. Grants are performed on a "no-profit--no loss" basis. Therefore, research projects incorporate both direct and indirect costs in the research budget. Research grant mainly depends on the
funding source regulations and policy. However, the University has the following policy and procedure for grants and contracts.

14. Consulting Services

UMS provides a wide range of consulting services which includes the following:

a) Information Technology Services

The University responds to the needs of the business community in UAE by providing education and training in information technology (IT) skills and practices, as well as providing consulting services to the community in information technology issues and solutions.

i. Training Services

UMS offers technology training that provides opportunities for faculty members, staff, students, and members of the community to acquire technology skills and knowledge through scheduled classes, featuring hands-on exercises and trainers with real-world experience. In addition to schedule classes, the training Services offers:

- Custom Group Training

For departments and groups looking to tailor course content to specific working environments and projects, our professional trainers will work with you to develop a custom training solution to fit your needs.

- Custom One-On-One Training

For individuals with specific needs or extremely limited availability, we offer personalized, one-on-one instruction.

- State-of-the-Art Facilities Rental

For individual professors, or local companies aiming to enhance learning through hands-on technology training, state-of-the-art technology classrooms are available for rental.
ii. Research and Development

UMS offers applied research and development services to industry, community and government, in a wide range of activities, including the following, but not necessarily limited to:

- systems design and development
- project management
- software quality assurance
- software testing and integration
- software risk management
- software reliability issues
- data mining and data warehousing
- web design and development
- database development
- Computer security
- ICDL

iii. Customized Training and Industry Certification Programs

Customized IT training and industry certification programs are another area of high demand and the University utilizes the most current technology available to provide the customized training designed to meet the needs of an organization. Training and certification programs can be offered on-site or off-site, and address not only industry certification courses but training in web technologies, networking, project management, software, and programming.

B. Bioinformatics services:

A wide range of support options are available for general bioinformatics assistance. These services include but not necessary limited to the following:

i. Database creation and web interfaces

ii. UNIX/Linux administration
iii. CORBA client/server systems
iv. All aspects of EST handling and analysis
v. Interactive Java clients
vi. Grid computing/parallel processing
vii. Bioinformatics processing pipelines
viii. Image Processing
ix. Bioinformatics software, download and docs
x. Java applet for viewing sequence traces
xi. Graphical analysis of DNA repeat patterns
xii. Processing DNA sequence comparison and clustering

C. Biotechnology Services

This service includes wide range of research based assistance and consultancy to the scientific community and the industry. The services include but not necessary limited to the following:

i. Production of Elite Germplasm via Tissue Culture

ii. Production of Diagnostic ELISA Kits for Detection of Major Viruses

iii. Production of Diagnostic PCR Kits for Accurate Detection of Major Viruses

iv. Protein Fingerprinting Using SDS-PAGE and Isozymes

v. DNA Fingerprinting Using Molecular Markers (RFLPs, RAPDs and SSRs)

vi. Custom Analytical Services using molecular and biochemical methods

vii. Custom Oligonucleotide Synthesis

viii. Molecular Imaging & Densitometric Analysis
15. Faculty Orientation

a) New Faculty Orientation

The Orientation Program, designed to acclimate faculty members to UMS community, has three primary components: (1) a two-day orientation seminar held in late summer; (2) a series of fall workshops on topics helpful to new faculty members; (3) a Mentor Program through which an experienced faculty member works with new faculty member during their first year at UMS, offering them opportunities to discuss professional and personal concerns.

UMS strongly encourages the creation of a consistent, comprehensive, and cohesive orientation process for all faculty members. All new benefits-eligible faculty members (those who are hired to work fifty percent (50%) time or more in non-temporary positions) must participate in Orientation. It is the responsibility of the Human Resource office to inform new faculty members about time and schedule of the orientation sessions. For this purpose, an Orientation should be assigned to supplement the general orientation sessions offered through Human Resource office, by providing department-specific information which tends to:

i. Plan and schedule the Orientation Sessions and Development Programs.

ii. Identify resources available to develop the full potential of a faculty member.

iii. Provide a Formal Welcome for each new faculty member, to include a tour in the University and introductions to colleagues. Provide appropriate phone lists and organization charts to clarify the faculty and staff members of the department, chains of communication, contact information and the University website and library services.

iv. Provide a thorough introduction to the Policies and Procedures of the University, including topics as salary, benefits, and request protocols, etc.

v. Provide new faculty members with opportunities for continual feedback and inquiry, during their first year and beyond. In this way,
the orientation process can serve as the direct bridge to the career development and satisfaction of our esteemed faculty members of the University.

**Procedure**

i. New faculty members’ orientation should be organized at the beginning of each semester to assist newly hired faculty members. An orientation schedule will be available at the Human Resources and the head of the department office.

ii. All new faculty members must be scheduled in advance to attend Orientation by registering through the Human resource office. Department head persons are responsible for ensuring that their new employees arrive for Orientation on time. Should a new employee require the services of an interpreter, it is the department’s responsibility to ensure that one is provide

iii. At New faculty orientation, new faculty members will complete the New Employee Data Sheet, Acknowledgement of Benefit Policies, and Employment Authorization. It is required that new employees show identification to establish their identity and eligibility to work in the UAE.

iv. Faculty handbooks will be distributed during Orientation, and major University policies and procedures will be discussed.

v. Following Orientation, employees are to report back to their respective departments, unless otherwise instructed.

**b) Supervision**

All faculty members are entitled to quality supervision. Supervision is an ongoing activity that includes two-way communication to achieve the dual purposes of UMS and the faculty member development. Supervision focuses on competence with the supervisor responsible for leadership toward the accomplishment of meeting the University and faculty members' needs. Faculty members should be given clear guidance regarding expectations about their role in the department. Supervision attends to the accomplishment of UMS and departments' goals and to the personal and professional welfare of the faculty members. An effective supervisor provides assistance to faculty members in meeting their personal and professional goals
within the context of UMS. Supervision policy should, then, be directed toward the following objectives:

i. Model practice focused on student learning and education of the whole person.

ii. Accomplish the department and the University's goals and mission.

iii. Fulfill UMS functions assigned to the departments.

iv. Coordinate the recruitment and selection process of new staff members.

v. Coordinate the orientation and training of new hired faculty members.

vi. Consider the personal and professional welfare of the faculty members.

vii. Establish good communication between the faculty members.

viii. Conduct and coordinate the performance appraisal of faculty members.

ix. Address needs of departing and remaining faculty members when employee separation occurs.

Functions of Supervision

A supervisor must serve many functions. Among these are:

- Articulating and achieving the University's missions and needs
- Monitoring and managing the climate of the University
- Fostering individual development
- Developing teamwork capabilities and group resources
- Coordinating work activities
- Promoting active problem solving

Approaches to Supervision

The process of supervision can take on one or a combination of styles, and one particular style may not be appropriate for every supervisory situation. The approaches include but not necessary limited to the following:

- Dual Focus – faculty members should feel that they have a significant influence on selecting and defining the goals of the Departments and UMS strategies to accomplish them. If faculty members perceive goals as being
imposed on them, they may not make a personal investment in trying to achieve the goals of the department.

- **Joint Effort** - Supervision is not something done to faculty members but rather a cooperative activity in which each party has an important contribution to make. Plans for accomplishing tasks such as determining departments' priorities, scheduling and distributing work and coordinating the efforts of the department are worked out jointly between the supervisor and the staff member.

- **Two-way Communication** - supervision is dependent upon a high level of trust between faculty members and supervisors. Faculty members must be willing to allow supervisors to learn personal information about them. Faculty members must also feel free to give their supervisors honest, direct feedback. Communication is a key in developing this trust.

- **Focus on Competence** - Supervision concentrates on four areas of faculty members’ competence:
  
  ➢ **Knowledge and information** - Faculty members must understand how to effectively perform the duties of their job. This includes, but is not limited to understanding student development theory, current laws and other legal parameters of practice, standards of professional practices, ethical standards, and University rules and policies.

  ➢ **Work-related skills** - Supervisors must ensure that faculty members stay current on developing trends within the field of student development and that they are trained in a wide range of skills related to their job description, such as interpersonal communication, goal setting, language and computer skills. For student affairs professionals to remain effective, these skills have to be refreshed regularly. This is especially true for skills that are not used on a regular basis. Supervisors must also provide the means for faculty members to develop and acquire new skills.

  ➢ **Proactively** - focuses on identifying potential problems early rather than reacting to problems that have been building over time. In this
supervision emphasizes early identification and development of strategies by the supervisor and faculty members jointly to prevent or lessen their effects. Supervisors should create sessions that permit faculty members to bring issues and problems they are facing to the table. However, supervisors must provide feedback, or offer advice on problems that faculty members may not be able to handle independently.

➢ **Goal Based** - requires that the supervisor and the faculty member to have clear expectations of one another. Goals and expectations should be developed between them and a commitment made to review and adjust those goals on a regular basis. Supervisors meet with their individual faculty members on a biannual basis to set and evaluate goals and on a bimonthly basis to monitor progress of those goals.

**Supervision procedure**

Sessions should be held on a regular, proactive basis and not as a response to crises or inadequate job performance. The newer and less experienced the faculty member, the more frequent the sessions should be held. All aspects of performance should be addressed. Topics to be addressed include but not necessary limited to the following:

i. Work assignments: short term- and long-term

ii. New knowledge or information

iii. Exemplary work performance

iv. Work attitudes

v. Professional goals: short term- and long-term

vi. Professional skills

vii. Professional ethics

viii. Personal goals

ix. Progress toward other positions

x. Personal attitudes

xi. Values of the profession
16. Promotion Criteria and Procedures:

UMS has a statutory, contractual, and moral obligation to advance equal employment opportunity through affirmative action. Individuals and committees throughout every stage of the promotion process will take every precaution not to apply standards and criteria in a manner that discriminates against any Staff members on the basis of race, creed, sex, disability, life style, family status, age or national origin.

a) Policy regarding the weighting of the criteria for promotion

Promotion results from the recognition of excellence in a faculty member’s overall performance. The criteria according to which a candidate could be promoted to a higher rank (from Assistant to Associate, from Associate to Professor) is based upon the following:

Each faculty member applying for promotion will be evaluated on the following three criteria:

1. Teaching effectiveness;
2. Continuing scholarly growth and mastery of subject matter;
3. Service, including contributions to University and/or the community.

The following criteria are to help candidates in addressing each of these points. However, candidates are encouraged to provide other supportive materials and not be restricted to these criteria.

1. Teaching effectiveness

Evidence of effective teaching will include:

i. Student evaluations: Copies of all student-evaluation summaries should be included in the candidate’s dossier. In addition, the candidate should provide an analysis of these summaries, specifically addressing any points of concern.
ii. Peer evaluations: Classroom visitation summaries; departmental evaluations; peer-coaching analyses; and solicited and unsolicited letters of support are all considered in this category. Where appropriate, the candidate may provide comments that address any statements made in these documents.

iii. Student mentoring: The candidate should document evidence of direct and indirect student support, including academic advising; overseeing student project work; identifying off-campus learning opportunities; guiding student research; and interaction in other realms beyond the obligatory and contractual classroom and laboratory responsibilities.

iv. Teaching materials and philosophy: The candidate is urged to include course schedules, course-related handouts, assignments, examinations or other assessment tools, and any other materials that provide insight into the overall level and quality of teaching.

v. The candidate should provide explanations of materials that may not be obvious to those outside of the specific teaching environment.

vi. The candidate may also provide evidence of the implementation of innovative pedagogical methods, materials, or strategies. In addition, specific details of course development or program revision should be documented.

2. **Continuing Scholarly Growth and Mastery of Subject Matter**

Continuing scholarly growth is necessary for faculty members to increase the mastery of subject matter. Evidence for continuing scholarly growth includes some or all of the following:

i. Graduate work beyond the terminal degree in a discipline that is related to the courses taught by the candidate.

ii. Attendance at professionally recognized workshops, seminars, institutes, and short courses related to the discipline or to pedagogy.

iii. Participation in organizations advancing the candidate’s professional field or discipline.

iv. Development of new scholarly or practical insights as a result of systematic investigation by the candidate.
v. Program and course development based upon original concepts that demonstrate new possibilities within the candidate’s discipline.

vi. Mastery of Subject Matter: Evidence of such mastery should be based upon some or all of the following:

- Attention is given to the highest degree the candidate has earned in the discipline. Furthermore, additional course work and formal investigations in the discipline, including post-doctoral research, should be indicated. (reword for clarity)

- Publications: Both the number and quality, as measured by reviews, citations, adoptions, outside professional evaluations, and stature of publishers will be taken into consideration. Note: an anthology that is merely a collection of another author’s work is not the same as one containing the candidate’s original essays. An article in alumni news publication is considerably different from an article published in a peer reviewed professional journal. A minimum of 5 publications in peer reviewed professional journals is required for promotion from assistant to associate professor and a minimum of 7 publications in peer reviewed professional journals is required for promotion from associate professor to professor.

- Invited or juried papers, artistic presentations/performances, review article and book chapters are not considered the required number of publications, however, the number and quality of such should be taken into consideration as scientific activities

- Program development and accreditation efforts.

- Consulting opportunities, both the number and professional importance of these opportunities should be taken into consideration.

- Grant applications. Include copies of applications whether or not they were funded.
3. Service

This criterion includes contributions to UMS and/or the greater community. Evidence for such service will be based upon some or all of the following:

i. Significant contributions to University committees, mere membership on such a committee does not indicate that a candidate has participated significantly or made any important contributions to the work of the committee

ii. Special individual assignments benefiting the University

iii. Development of curricular or extracurricular proposals which benefit UMS

iv. Significant contributions to UMS governance, document the details as to the degree of participation

v. Significant contributions to departmental committees, document the degree of participation

vi. Significant contributions to student organizations or activities

vii. Participation in the greater community in a manner that brings recognition to UMS

Weighting of the criteria:

The respective weighting of the three factors in promotion—teaching effectiveness, scholarly growth, and service will be as follows:

- Teaching Effectiveness points (50 points)
- Scholarly Growth points (35 points)
- Service points (15 points)
b) Procedures for applying for promotion

A minimum qualification for promotion to specific ranks:

A candidate for promotion must satisfy the following minimum qualifications. Meeting these qualifications is necessary for consideration, but is not sufficient to warrant a recommendation. UMS Promotion Committee recommends for promotion only those applicants who demonstrate excellence as measured by the criteria explained above.

i. Requirements for promotion to the rank of Assistant Professor

- Master’s degree if it is a terminal degree in the field taught from an institution whose graduate programs correspond to those of reputable universities.
- Ph.D. degree related to the field taught from an institution whose graduate programs correspond to those of reputable universities.
- Have demonstrated the potential to achieve excellence in teaching and scholarly or creative activities,
- Demonstrated professional growth in his or her field, and participated in all UMS affairs.

ii. Requirements for promotion to the rank of Associate Professor

- Earned doctorate equivalent that is related to the field taught.
- 4 publications for the scientific research work in the area of his/her specialty
- Five years of full-time teaching experience or equivalent at the rank of Assistant Professor or equivalent.
- Have demonstrated excellent teaching ability and shown continuing active engagement with students in and outside the classroom,
- Have demonstrated significant scholarly or creative accomplishments appropriate to his/her discipline,
- Have become a scholar or artist of distinction, and have achieved professional recognition and growth. He/she have had at least five years of
full-time teaching and research experience as assistant professor, and participated in all UMS affairs.

### iii. Requirements for promotion to the rank of Professor

- Have a doctoral or equivalent qualification in a discipline of their College from an accredited institution,

- Have achieved all of the qualifications for Associate Professor,

- 7 publications at least and for the scientific research work have done in the area of his/her specialty.

- Five years of full-time teaching experience or equivalent at the rank of Associate Professor or equivalent.

- Have achieved a record of international distinction in the academic or creative aspects of his/her field,

- Have demonstrated excellent teaching ability and shown continuing active engagement with students in and outside the classroom,

- Have a record of relevant and effective professional service and demonstrate an ability to continue to take an active role in the development and progress of his/her field, and

- Have had at least ten years of full-time teaching and research experience in a university or college, including at least five of those years in a rank of Associate Professor.
Promotion Application

A candidate's application file should be submitted to the Human Resources Office (HRO) by the Chair of the candidate’s department and must be complete as submitted. The HRO, however, reserves the right to request additional information during the review process. The application file includes:

i. Candidate-Data Form/Personnel-Release Form: a two-sided form that must be completed by the candidate applying for promotion. The Personnel-Release Form allows a member of the HRO to access a candidate’s personnel file for review purposes only.

ii. Justification Letter: a letter written by the candidate to the Head of the department stating that the minimum requirements for promotion have been met and that the candidate’s abilities and achievements warrant promotion.

iii. Candidate’s Narrative and Supporting Documentation: a file comprising specific and detailed documentation of the candidate’s abilities and achievements in each of the criteria listed above. A current curriculum vita is required.

c) Procedures for considering and awarding promotions

1. Promotions are made by the Dean and will be submitted for the VPAA and the President. Recommendations for promotion are due in the Office of the Dean no later than the date indicated yearly by the Dean.

2. Upon recommendation by the head of the department or by request of the faculty members, UMS Promotion Committee reviews recommended faculty members who are eligible for promotion to a higher rank.

3. Ordinarily the head of the department will initiate recommendations for promotion by submitting these (on the annual UMS evaluation forms) to the Dean.

4. Faculty members may initiate a request to be considered for promotion.

5. It is the responsibility of the faculty members to provide to the committee all appropriate documentation concerning service, teaching, and scholarship after petitioning for review and prior to the review itself.
6. Information about and recommendations for faculty members considered will be discussed and deliberated upon according to the criteria and the weighting of the criteria for promotion between ranks.

7. For those who are recommended for promotion and approved by the Dean, a report will be sent to the VPAA and the President.

8. Faculty members who are not recommended for promotion by the Committee may request, through the Dean, a review of their cases. These cases will be reported to the VPAA. But all appropriate documentation concerning Teaching and Scholarship should have been submitted to the Committee before the first decision was made.

9. The Dean exercises the right to vote in case of a tie.

17. Faculty Recruitment, Appointment and Record Maintenance

UMS policy ensures that the department of Human Resources properly maintains the personnel records for all employees. Personnel documents are those records that UMS uses to determine the faculty member’s qualifications for employment, promotion, transfer, additional compensation, disciplinary action, or discharge. The collection, availability and disclosure of the contents of personnel files are governed by regulations established by the UMS and applicable laws. Anything (including interview notes) pertaining to a new hire must be kept for a period of not less than 3 years after termination.

Recruitment Policy

Policy Statement

All actions related to the employment process will be accomplished without regard to race, color, religion, sex, national origin, status as disabled, or other covered status and disability. Any person who desires to apply for announced University openings at the UMS will be afforded the opportunity to do so. Applications are accepted only for announced openings and they must be submitted during the announcement period.
Purpose

To ensure that external and internal applicants for University position openings are treated fairly and consistently during the recruitment and hiring processes.

Procedures

Faculty Recruitment Plan:

The recruitment plan is a fluid plan that often changes, but is intended to provide a proposed foundation for filling faculty member position vacancies.

Recruitment Process

a) Initiate University Search

The department submits a request to fill an existing or new faculty member position (full time or part time). The request is routed through all approval queues, with final approval being granted by the Dean, the VPAA and the President.

b) Recruitment Procedure Every attempt should be made to organize the search for and screening of candidates in order to assure that:

- The candidate's qualifications meet the specific needs of the department;
- The candidate is genuinely interested in the position and salary range designated with the understanding that the final salary is set commensurate with experience and qualifications;
- Notice of the vacancy has been circulated in such a way that potential candidates of all races and sexes have had opportunity to apply.

Recruitment Announcements, Required Statements and Distribution

- All purchased advertising in journals, newspapers, etc. must include the following phrase: “Equal Opportunity/Affirmative Action Employer”. All other announcements of any kind must include the following statement: "UMS is an Equal Opportunity/Affirmative Action Employer. We urge all qualified applicants to apply for this position. Appointment will be based
on qualifications as they relate to position requirements without regard to race, color, national origin, religion, sex, or disability”.

- There should be broad dissemination of announcements (local, regional, and national as applicable). Lists of institutions with high female/minority enrollments are available.

- A record of the content and distribution of advertising and announcements must be retained by the Human Resources committee.

- Vacancy announcements, the composition of search committees, and a recruitment plan must be included and updated approval by the Dean.

- Position announcements should be sufficiently descriptive so that individuals may determine if they are qualified and wish to apply.

**Search Information:** Adequate time must be allowed to complete the recruiting, application, and selection process.

- Purchased ads should be placed and announcements distributed far enough in advance to permit adequate time for exposure and candidate submissions by the application deadline.

- Time should be allowed to consider each application carefully and to determine and record reasons for selection or rejection.

**Application Procedures:** UMS will accept applications based on the criteria and documentation required by the Human Resources; it will receive and record the disposition of all applications. All applicants will be electronically informed when the position is filled. The records of University personnel decisions will be retained within UMS database for a minimum of three years.

**Selection Procedures:** Candidates must be selected only on the basis of the qualifications for the position as described in the job announcement. Selection for the position should not take place until an adequate number of applicants have responded, nor should it take place prior to the announcement or screening date deadline. Salaries (within appropriate range) should be determined on the basis of these qualifications. Human Resources shall not make a hiring commitment until all approvals and complete hiring process have been satisfied.
**Position Offer:** Approval must be granted by the Dean before a unit head may make a tentative offer to the candidate.

**Personnel Records include the following:**

1- A personnel record is considered to be any accumulation of documents relating to the terms and conditions of employment. Such documents include but are not limited to:

   a) Application
   b) Supplemental information form
   c) Original or officially attested documents of academic preparation
   d) The original signed contract and contractual terms
   e) Publications lists
   f) Changes in status form
   g) Performance evaluations
   h) Reference checks
   i) Letters of recommendation
   j) Position description
   k) Position evaluation
   l) Disciplinary letters
   m) Language competency test results. E.g.: TOEFL, IELTS.
   n) A “leave card” divided into three sections for annual leave, sick leave and other leave. All leaves taken by the faculty members should be noted on the card for future reference.
   o) Documents Required for Residence Permit Visa Application for the faculty members including:
      i. Signed visa application form obtained from the Human Resources department.
      ii. Copies of passport and work entry visa.
iii. Employee’s employment letter in Arabic with salary (“To Whom It May Concern” letter), prepared by Human Resources.

iv. Original letter of certification of HIV test (form supplied by Human Resources Department and authenticated by the hospital at UAE)

v. Copies of:
   - Employee’s passport and residence permit.
   - Authenticated marriage certificate, divorce decree, or spouse’s death certificate (whichever is applicable)
   - Authenticated children’s birth certificates (if applicable). Each dependent’s original passport with entry residence visa

vi. Two (2) color passport size photo of each dependent. For dependents that are included in either the father or mother’s passport, a family or group picture of the father or mother (where applicable), and the child or children is required.

2- In addition to the above, the HR department must keep the following records and documents:

   a) A record of payroll listing the employees’ names according to the date of their recruitment along with the monthly wages, allowances or payments for piece work, commission payments as well as lengths of service and job termination dates.

   b) A record for work injuries listing work injuries or occupational diseases established immediately after the employer is informed.

   c) The basic rules and regulations for work should be displayed in a permanent, visible place, at the work site showing the basic regulations for work including working hours, weekly holidays, official holidays, and the necessary safety precautions to avoid work hazards and fire dangers.

   d) The regulations related to disciplinary measures must be permanently displayed in the place of work. This outline measures which may be taken against those who violate the regulations.

3- Personnel files will be available in the HR Office as follows:
a. Members of UMS management may review files when there is a need in connection with their University functions. Remote terminal access to the data base is available on the same need to know basis.

b. Faculty members may review the University’s Personnel File Folder or other files regarding their employment in the presence of a Personnel Representative.

c. UMS may review the University’s file folder in the presence of a supervisor in the University and Staff Records Office. Portions of the file which were secured in confidence (reference checks) or which contain confidential facts about other faculty members will be removed prior to this review.

d. University and faculty members may submit rebuttals to any documents in their personnel files which will also be included in the file.

e. A copy of the file or selected portions of it will be made available to the faculty members upon request.

18. Faculty Workload Policy

The maximum teaching load for master's degree holders teaching in undergraduate certificate, diploma, associate degree, and designated courses in baccalaureate programs is 15 credit hours per semester and 12 credit hours per semester for faculty members teaching in baccalaureate programs, 9 credit hours per semester for University teaching in graduate programs, 6 credit hours for part-time faculty members and Deans and for chairs of departments. The workload of a faculty members scheduled to teach a new course or new courses with no duplicate sections during a given semester is 8 hours.

The minimum release time for program coordinators and department Heads is 3 credit hours and 6 credit hours for University Deans as appropriate for other major assignments.

19. Compensation Policy

UMS maintains a compensation program reflective of its mission and values. The total compensation program offered includes housing, travel, health insurance, education, furniture, repatriation and death benefits. UMS considers the competitive market place, the
relative value of each position to the University, individual performance, qualifications, and experience when compensating employees. The compensation program is designed to enable the University to successfully attract, develop, retain, and reward employees for their knowledge and contributions. UMS compensates all employees on an equal basis without regard to race, color, sex, national origin, or disability. In addition, UMS provides an amount equivalent to one month’s salary for each year of complete service. Understandably, this benefit (often called “gratuity” pay), is in lieu of retirement benefits.

The following descriptions are intended to provide some basic information about the compensation program and benefit plans. All benefits plans are subject to change.

Travel Policy

1. It is University policy to reimburse employees for necessary and reasonable travel expenses incurred for authorized University business. The intent of this policy is that reimbursement be fair and equitable to both the traveler and UMS. Individuals traveling on business are responsible for complying with University travel policy, and should exercise the same care in incurring expenses as they would in personal travel. Expenses should be submitted in a timely manner, usually within 10 working days of returning from a trip, or incurring of the expense. Expenses submitted more than 60 days after completion of travel, or incurring the expense, will be reported as additional income to the individual.

2. Authority and responsibility for approving travel by employees and guests of the University rests with the person responsible for the account/activity to which the expense is to be charged. Travel expenses are reimbursable only when all required approvals are obtained prior to incurring the expense. Employees may not authorize travel or approve expense reimbursement for themselves, nor for a person to whom they report either directly or indirectly.

3. The traveler may be reimbursed for the actual costs of reasonable and necessary transportation, meals, lodging, and incidental expenses. In any case, payments for alcohol are not reimbursed.

4. Weekends, holidays, and other necessary standby days may be counted as business days only if they fall between business travel days. If they are at the end of a traveler's business activity and the traveler remains at the business
destination for non-business reasons, reimbursement is not allowed for the additional days. The only exception is when travel is at a lower total cost if the traveler stays over a weekend or holiday, with department approval. The traveler must document the total cost savings in order to support the non-business day reimbursement. This must be documented at the time of booking of the actual flight, comparing the actual flight to the cost of the airfare for business days only. If post-travel dated airfare comparison is submitted as backup, disbursements will calculate an on-line comparison at the time of processing, and will reimburse based on the lower of the two equivalent airfares.

Dated original receipts or invoices must be provided to the HR department, the receipts must support the cost and business character of the transaction, and, for a reimbursement, must show evidence of payment. Credit card statements are proof of payment, but are not considered to be itemized receipts, and is generally not enough documentation standing alone. If proof of payment by check is required, a copy of the cancelled check or bank statement is sufficient. Where expenses are being shared with external organizations, the use of a duplicate copy of the receipts by the originator will suffice if the reimbursement request contains a detailed explanation of who is paying the balance of the expenses. In case of missing original receipts, a memorandum or statement, signed by the person incurring the expense and the person approving the expense, stating that:

- No original receipt is available
- The expense was on behalf of the University
- The item and amount of the expense are accurate
- No other reimbursement of expense has been, or will be, sought or accepted from any source

This statement may be included in the notes section of the reimbursement request. In those rare cases when all attempts have failed to yield an acceptable receipt, a suitable explanation also must be included by the traveler's supervisor with their online approval.

a. Death Benefits

In case of death of an employee, 50,000 AED will be compensation and according to the UAE’S LABOUR LAW, Schedule No. 3, Provisions regarding distribution of death compensation to the family members of the deceased the following applies:
1. If the widow, the parents and the son who were under the care of the deceased were present, the compensation shall be distributed that the widow shall have 1/8, in case of more than one widow the same 1/8 be divided among them. The mother shall have 1/6 and the father 1/3, the parents will have 1/3, the son shall have the remaining part. In case of absence of the son the widow/widows shall have 2/3 of the compensation amount and the remaining part shall be to the father, the same remaining part shall be to the parents. Upon absence of the parents the widow/widows shall have 1/8 and the remaining part of compensation shall be to the son, upon absence of the parents and the son the widow shall have the entire compensation, in case of more than one widow amount shall be distributed among them.

2. If a son and a father, who was under the deceased care, and present and there was no widow the son shall be entitled for 2/3 and the rest shall be paid to the father or to be divided between the parents if they are present.

3. If the sons who were maintained by the deceased worker are present and no widow or widows are present or father or parents or full brothers or sisters who were maintained by the deceased worker the compensation shall be distributed equally among the sons; if one son is present, he shall be entitled to all the compensation.

4. If the parents who were maintained by the deceased worker are present and there are no sons or widow or widows, the compensation shall be distributed equally between the parents, and if one parent is present is he shall take all the compensation. The brothers and sisters, who were cared for by the deceased worker at the time before his death, shall be treated in the same manner as the parents in the absence of such parents.

**Funeral Expense**

In the case of an employee who dies as a result of a compensable injury or occupational illness an allowance of up to AED 15,000 is payable toward funeral expenses.
20. Disciplinary Policy

UMS has a right to expect a certain standard of behavior from its faculty members. Safety, productivity, and human relations are at stake. UMS employees deserves an impartial, fair, and firm method of handling disciplinary action for the protection of each person’s own rights and safety, as well as that of fellow faculty members. This policy lists UMS guidelines for handling disciplinary problems and sets forth rules of conduct and action to be taken when violation of these rules occurs. Since all faculty members are faculty-at-will, and therefore can be terminated at any time, with or without cause, and for any reason, the following policies represent guidelines only.

UMS expects each faculty member to act in a mature and responsible manner at all times.

A non-exhaustive list of examples of inappropriate conduct, which may lead to discipline, up to and including termination of employment, is set forth below. The fact that a particular behavior is not included on the following list does not mean that it is acceptable or appropriate in the workplace, or that it will not result in disciplinary action, up to and including dismissal. UMS has the right to discipline or discharge faculty member for other grounds not included in the following list.

Unacceptable Conduct

a. Falsification of the employment application or any other work or faculty member record, the unauthorized removal of information, or the release or disclosure of confidential information.

b. The making or publishing of false, vicious, or malicious statements concerning a faculty member, the administration or an administrator, UMS, or a student or group of students.

c. Being other than drug-free or alcohol-free when reporting to work or while on University premises, while on University business, or during working hours.

d. Failure by faculty member to promptly report the use of any prescribed drug which may alter the faculty member’s physical or mental ability at work, including, but
not limited to, making the faculty member drowsy or having other side effects that may pose a safety problem or tendency toward errors.

d. Use, possession, manufacture, distribution, dispensation, transfer, receipt or sale of illegal drugs or drug paraphernalia, alcohol, or an unauthorized controlled substance while on the University campus, while on University business, during work hours, or while in vehicles supplied by the University.

e. Tardiness or unauthorized absence.

f. Unauthorized use of University equipment.

g. Damage, destruction, or defacement of University property or the property of another associated with the University.

h. Theft from the University, fellow faculty members, students.

i. Transportation of, possession of, or use of firearms, explosives, or other weapons while on the job or while on University premises.

j. Refusal to follow directions assigned by a supervisor or insubordination.


l. Swearing, use of abusive or profane language, or disrespectful conduct towards management, the administration or an administrator, other faculty members or students.

m. Failure to report on-the-job injuries or accidents.

n. Disregard for laws and/or safety rules.

o. Unsatisfactory, careless, or poor work or failure to meet production or quality standards.

p. Inability or unwillingness to work harmoniously with other faculty members; disorderly

q. behavior; fighting, threatening, intimidating, coercing, harassing or engaging in any act of violence towards fellow faculty members, supervisors, students, or others while working or while on University premises.
s. Violation of the University's anti-discrimination, anti-harassment or any other rule or policy of the University.

t. Excessive personal calls while on job

u. Stopping work before the time specified, leaving work before the end of a work day, taking unauthorized breaks, or not being ready to work at the start of the work day, without prior authorization from the supervisor.

v. Sleeping on the job, loitering or loafing during working hours and chronic wasting of time.

w. Immoral conduct or indecency.

x. Plagiarizing.

y. Discriminatory behavior or prejudicial attitude

Guidelines for Handling Disciplinary Problems

Each supervisor is responsible for ensuring that all faculty members follow the established work rules. All faculty members are obligated to follow the same set of rules. Where appropriate, a faculty member will be given notice that a continuance of improper action can bring about further disciplinary action, up to and including discharge.

A report (in writing) will be made of all oral warnings given and disciplinary measures taken. A written report of disciplinary action will become a part of the faculty member record.

A faculty member who engages in unacceptable behavior may be disciplined up to and including termination of employment. Disciplinary action can take any one of the following forms:

- **Verbal Warning:** Usually given for first time or minor concerns. A verbal warning is instructive and informs the faculty member that additional occurrences will lead to further discipline, up to and including termination of employment. When a verbal warning is given, the supervisor will typically review the facts with the faculty member and inform the faculty members that further disciplinary action can occur, if another violation occurs. Written
confirmation of the verbal warning is given to the faculty members and placed in the faculty member’s personnel file.

- **Written Warning**: Usually given for more serious or repeated concerns. A written warning notifies the faculty member that additional occurrences will lead to further discipline, up to and including termination of employment. When a written warning is given, the supervisor will typically review the facts with the faculty member and inform the faculty member what action will be taken if another violation occurs. The faculty member will be asked to sign the written warning and may make written comments on the disciplinary form. A copy of the written warning is given to the Faculty and another copy is placed in the faculty member personnel file. A record of the meeting with the faculty member is to be prepared and placed in the faculty member personnel file.

- **Suspension**: Suspension without pay may occur for more serious or repeated concerns, or if both verbal and written warnings have been given to the faculty member within the past year. A Faculty member may also be suspended when all the facts relating to an alleged violation of University policy or rules are not available and UMS needs to investigate. In this situation, the supervisor may suspend the faculty member while the investigation is being conducted and until a final decision is made as to whether a violation occurred and what discipline is appropriate. When an investigation is conducted, UMS will attempt to gather the facts as promptly as possible. A meeting will be scheduled with the faculty member, which will typically include the faculty member’s supervisor and the Human Resources Officer. At this meeting, the faculty member will be given the opportunity to state his or her position. Once all of the facts are gathered, a determination will be made as to whether a violation occurred and what discipline is appropriate. If it is determined that the suspended faculty member committed no violation of any policy or rule, the faculty member may be placed back in his or her position. The length of any suspension without pay will depend on the seriousness of the offense or the time necessary to conduct an appropriate investigation. When a suspension is imposed, the faculty member will be notified of the suspension
and will be notified of further disciplinary action that may occur if another offense takes place.

- **Discharge**: Faculty members may be discharged from employment due to a very serious concern or for performance or conduct that is not corrected by previous discipline.

UMS reserves the right to use any of the forms of discipline set forth above in any order, as UMS, in its sole discretion, deems necessary and appropriate, after considering the seriousness of the matter and the surrounding circumstances. In addition, the faculty member may issue more than one instance of the same type of discipline to the University, as it deems necessary or appropriate, in its sole discretion. Discipline may begin with any one of the forms of discipline listed above, including dismissal, as the University in its sole discretion deems appropriate.

### 21. Faculty Members and Professional Staff Appeals Policy and Procedures

UMS acknowledges that the Staff and faculty members have the right to raise concerns and have them addressed promptly and appropriately. Complaints are handled objectively and with sensitivity. The most desirable outcome in cases of complaints is the determination about whether there has been any unsatisfactory or inappropriate practice or action. This determination must be done as early as possible and in the fairest and most objective manner possible. This analysis of complaints aims at the implementation of any necessary changes designed to bring about better educational or administrative outcomes, as appropriate, the achievement of reconciliation between the parties and the establishment of a renewed confidence in the Staff or the other faculty member. This procedure identifies the means of handling, in a fair, equitable and effective manner, the actions that are to be taken when any faculty member files a complaint. The procedure applies to all the faculty and staff members in reference to any communication with the following exceptions:

a. Health and safety matters shall be dealt with in accordance with the University's Occupational Health and Safety policy and procedures.

b. Discrimination, bullying and any issue relating to equal opportunity and managing diverse issues such as sexual harassment shall be dealt with in
accordance to UMS Equal Opportunity Policy, Sexual Harassment Policy, Bullying/Occupational Violence Policy and Access and Equity Policy.

c. Situations relating to matters of staff misconduct shall be dealt with in accordance with UMS Policy and Procedures for Staff Warning, Discipline and Code of Ethics.

d. Matters relating to the Staff/Faculty member misconduct shall be dealt with in accordance with UMS Code of Ethics.

1- Complaints and Appeals Policy

Complaints and appeals will be settled, in a fair, equitable and effective manner using the procedures listed below. UMS ensures that each complaint or appeal and its outcome is recorded in writing; each appeal is heard by an independent person or panel; and each appellant has an opportunity to formally present his or her case; and is given a written statement of the appeal outcomes, including reasons for the decision. It acts upon the subject of any complaint found to be substantiated. It is the policy of UMS that receipt of complaints, whether received from within UMS or externally, will be handled promptly and effectively and the complainant will receive a response within a reasonable timeline.

Policy principles are listed below:

a. All faculty members and participants are entitled to fair and consistent treatment, and prompt consideration and resolution of complaints.

b. No complainant shall be discriminated against for lodging a complaint.

c. All complaint processes shall be enacted to ensure that confidentiality is maintained at all times.

d. All complaint processes shall be resolved as close to their source as practicable with the emphasis on conciliation.

e. The complainant has the right to withdraw the complaint at any time.

f. A faculty member who is the complainant may request the assistance of another person nominated by him/her, or another faculty member, at any time during the complaints process. Any such assistance/representation will exclude the legal profession and family members.

g. Written records of the outcomes, agreements and actions are to be kept at all stages of the complaints process.
h. During the complaints process, the Dean has a duty of care to identify and assess any foreseeable risks to the individuals involved and/or UMS and to take the necessary steps to communicate or to mitigate the risk(s). The Dean will report all cases for the VPAA.

2- Procedure

Note: It is essential that accurate records be maintained throughout each stage of the process.

Complaints may be received internally from Staff/Faculty members by a variety of means, verbally, in writing or by mail to the Dean's office. The Dean distributes the complaints to faculty members to solve. The faculty member receiving the complaint will:

i. Respond directly to the complainant, within five (5) working days, indicating that the issue will be investigated.

ii. Forward the communication to the relevant faculty member to investigate the issue, prepare response and organize a meeting to discuss the complaint.

iii. The relevant parties and complainant must meet and discuss the matter, and, if possible, resolve the dispute within 20 working days after the complaint has been received. If the complaint has been made directly to the Dean or his/her representative, the Dean must exercise judgment and determine whether to attempt an informal resolution or immediately commence the formal resolution procedure.

iv. Following the meeting, the relevant faculty member will provide a written response to the complainant detailing any actions that have been, or will be, taken to resolve the issue.

v. In the event that it is determined that there are no grounds for the complaint; the complainant will be advised in writing why no further action is to be taken. If the complainant is not satisfied with this decision, he/she may request an independent review. This request must be in writing and must include: details of the complaint, actions that have been taken to attempt to resolve the matter, reasons why the complainant is not satisfied with the determination.

If the complaint has been resolved at this stage all records are to be retained, including details of the actions taken to resolve the issue completed using the Complaints/Appeal Record of Correspondence, and filed/archived according to the Faculty Administration and Records Management Policy and Procedure. If the complaint has not been resolved, the case will be reported to the VPAA for further action.
22. Harassment

UMS is committed to providing a work environment that is free of discrimination. Actions, words, jokes, or comments based on an individual's gender, race, ethnic background, religion, disability or any other legally-protected characteristic will not be tolerated. As an example, sexual conduct (both overt and subtle) can serve to create an offensive work environment and is thus prohibited.

Employees, students or other individuals who feel aggrieved because of conduct that may constitute sexual harassment should immediately inform the person engaging in such conduct that such conduct is offensive and must stop. Anyone who feels victimized by this behavior should notify their immediate supervisor and/or the Human Resources Office with specific, written information concerning the matter.

Upon such notification the Human Resources Officer shall within two working days begin an investigation, said investigation shall be concluded and recommendation for action made to the Dean within a timely manner.

The Dean shall take action on the recommendation within three working days. Should the Human Resources Officer be named in the harassment charge and/or should the Dean hold that the charged individual has such a relationship with the Human Resources Officer that a report could legitimately be contested on the grounds of bias, and then an alternate investigator shall be appointed. At every step of the procedure, confidentiality will be maintained to the extent possible to protect the individuals involved.

Employees or students failing to restrict confidential information or who knowingly provide false information will be subject to disciplinary action. Any employee found to be engaging in any improper harassment will be subject to appropriate disciplinary action, up to and including possible discharge.

23. Drug Free Workplace

UMS recognizes that drug and alcohol abuse diminishes the integrity of UMS and erodes the strength and vitality of its human resources. It is the intent of UMS to educate students and employees about the dangers of drug and alcohol abuse, and to discourage the illegal
possession and distribution of drugs and alcohol. Accordingly, UMS adopts the following policy:

The unlawful possession, use or distribution of illicit drugs and alcohol by students and employees on University property, or as a part of any University sponsored activity, is strictly prohibited. All students and employees must abide by this policy as a condition of enrollment or employment. Continuance of employment or enrollment following receipt of this policy constitutes acceptance of this policy by the employee or student. Sanctions will be imposed for violation of this policy.

24. Violence in the Workplace

The University strictly forbids verbal or written threats, or any behavior that is likely to lead to violence. Any employee who feels they have been the victim of a violent act should notify their immediate supervisor and/or the Human Resources officer. In severe instance, where immediate response or assistance is required the employee should contact the Campus Police or contact local law enforcement.

Employees who are the victim of a violent act should be prepared to report who the assailant was, names of witnesses, and information detailing the events that led up to the violent act. UMS is strongly committed to providing a work environment that is free of violence. Towards this goal all employees are encouraged to report any act of violence which occurs to them in the workplace.

25. Security Inspections

The University wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper materials. To this end, UMS prohibits the control, possession, transfer, sale, and/or use of such materials on its premises including work areas, lockers, tool boxes assigned to employees, or items brought onto the University's premises by employees. UMS requires the cooperation of all employees in administering this policy.

Note: The University prohibits any non-law enforcement officer to have in their possession (including personal and vehicle) a firearm while on University property.
26. Faculty and Professional Staff Grievance Policy and Procedures

a. General Policy

As a service to faculty members, personnel are available to advise and assist the faculty members who have questions, problems, or complaints about working conditions. Most concerns can be resolved by informal discussions between the parties involved. The Human Resources Officer is available to counsel faculty members who have grievances. Fair and prompt consideration will be given to any personal concern or dissatisfaction about employment. The Human Resources Officer should be contacted if a person feels there has been employment discrimination due to race, color, national origin, religion, gender or qualified disability. The following steps are suggested to resolve questions of employment dissatisfaction:

To ensure that employment problems are resolved effectively, the faculty member should discuss the area of concern with his or her immediate supervisor. If necessary, continue up the ladder. If the question is not resolved at this level, the employee may request an appointment to discuss the problem with the appropriate person at each administrative level up to and including the Dean. A formal hearing may be requested. If a complaint is not resolved through informal procedures, then a written grievance may be filed to provide for hearings before a committee or for reviews at various management levels.

b. Formal Complaint grievance

A formal complaint is defined as the dissatisfaction that occurs when a faculty member believes that any condition of his/her employment is unjust, inequitable, a hindrance to effective operation, creating a problem or is leading to denial of promotion. Suspensions, demotions, or discharge from employment shall be considered as formal complaints, but shall be considered as basis for appeal. Salary increase, job classifications, and fringe benefits are matters determined during budget deliberations and are not considered items for formal complaint. The formal complaint procedure does not apply to action taken during the faculty member introductory period, action taken under the Reduction of Work Force Policy or the non-renewal of an individual's appointment. Adequate faculty member
representation for University grievances and adequate staff representation for staff grievances is guaranteed to ensure fairness.

c. Determination

Meetings and investigations shall be conducted during the faculty member regular working hours whenever possible. At any step or level of the review procedures, the Human Resources Officer may elect to arbitrate a decision to resolve the situation or make a recommendation to the Dean. In addition, the Human Resources Officer shall serve in the capacity of an information gathering and advisory person. Each step or level should occur in a timely manner to be determined by the Human Resources Officer. The Human Resources Officer may choose to appoint a committee to make recommendations to him/her regarding individual complaints.

d. Procedure

The faculty member shall present the facts in writing to his/her supervisor, sending a copy to the Human Resources Officer. A formal complaint must be in writing and contain the following:

1. A clear and detailed, signed statement of the complaint
2. The specific remedial action or relief sought
3. A summary outlining with whom the points of dissatisfaction were discussed and with what results
4. The reason(s) why remedial action or relief is sought.

At any time the faculty member receives an unsatisfactory reply or fails to receive a reply, he/she has the right to submit the complaint to the next level from the previous supervisor. The supervisor at this level shall review all of the facts of the case and the decision rendered by the previous supervisor, and then renders a decision in writing to the faculty member.

At each level, a copy of the reply to the complaint must be forwarded to the Human Resources Officer. This procedure shall be followed when applicable through the levels of progression. The decision of the Human Resources Officer shall be final at this time unless, the Human Resources Officer opts at his/her discretion to make a recommendation to the Dean for decision. The Dean will report all cases for the VPAA in which case, the decision shall be final.
An appeal's provision must be made beyond the Human Resource Officer decision and prior to the final decision.

Faculty member may contact the Human Resources Office for additional information regarding grievance procedures.

27. Risk Management

All University employees are covered by liability coverage provided through the efforts of the University.

If while performing within the scope of their assigned job duties, an employee is threatened with litigation by a third person, that employee should notify the Dean, as soon as possible. Notification can be made through the employee's supervisor or directly to the Dean either by phone or in person. Generally coverage provided insures for actual or alleged "wrongful acts," which are defined as any breach of duty, neglect, error or misstatement, misleading statement, or act of omission by any employee in their capacity as such, committed solely in the course of one's employment with and the activities of UMS, including but not limited to:

a) Discrimination, whether based upon race, gender, national origin, religion, or disability;

b) Sexual harassment;

c) Libel, slander, defamation, or publication or utterance in violation of an individual's right to privacy.

d) If an employee is involved in an accident or witnesses an incident in which a possible tort, legal wrong, may have been committed against a third party the following steps should be taken:

   - If possible, ensure the personal safety of individuals involved and take steps to prevent further damage.
   - Notify the Dean as soon as possible following the incident.

e) Employees desiring additional information concerning risk management should contact their supervisor or the Dean.