

# SKYLINE UNIVERSITY COLLEGE



## SUC POLICIES AND PROCEDURES MANUAL

AY 2020-21

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## SUC VISION, MISSION, GOALS AND OBJECTIVES

### A. VISION

Skyline envisions itself to be a globally renowned university that nurtures the spirit of innovation and creativity towards building a knowledge based society

### B. MISSION

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

### C. GOALS AND OBJECTIVES

#### i. INSTITUTIONAL GOAL:

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

#### a. INSTITUTIONAL OBJECTIVES

1. To serve with dedication in the field of higher education, and prepare students to contribute to the betterment of society.
2. To offer quality education to a diverse student body, globally, irrespective of race, color, gender, religion, physical disabilities and age.
3. To expand its higher education programs as per the needs of the dynamic global environment
4. To develop and maintain significant networks between SUC, alumni and industry
5. To continue to maintain a meaningful relationship with the community through socially responsible activities
6. To continue to pursue ethical conduct and a high order of integrity in all spheres of institutional functions
7. To continually assess the institutional risk and provide a safe and secured environment to the stakeholders

#### ii. STUDENT GOAL:

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

#### a. STUDENT OBJECTIVES

1. To orient students with knowledge through undergraduate and postgraduate programs thereby preparing them for suitable career opportunities globally.
2. To equip students with creative and entrepreneurial skills suitable for lifelong career building



3. To integrate general education at the undergraduate level programs
4. To enhance higher order skills in problem solving, leadership, analysis and decision making among post graduate program students
5. To develop the complete personality of the student through quality education and extra-curricular activities that will enable them to serve society optimally

**iii. EMPLOYEE GOAL:**

To engage competent employees and ensure their welfare and facilitate development

**a. EMPLOYEE OBJECTIVES**

1. To provide facilities that enhance long-term SUC employee welfare, satisfaction and growth
2. To facilitate a conducive research and consultancy environment for faculty to pursue scholarly activities
3. To conduct various faculty and staff development programs in order to prepare them to meet challenges posed by the dynamic global environment.

## MOE STANDARD 1. MISSION, ORGANIZATION AND GOVERNANCE

### 1a. Mission Development, Approval and Review.

Policy number	IRQA_POLICY_22
Policy name	Mission development, approval and review
Policy version	Version 1
Standards applicable	MOE Standard 1: Governance and Management
Policy owner	IRQAOA
Date of recent modification	14 July 2019
Verified by	H-IRQAOA

#### A. INTRODUCTION

The purpose of Review of Vision, mission, goals & objectives committee is to periodically review or revisit the vision, mission, goals and objectives of the institution based on significant changes in the internal, external conditions and force majeure conditions that impact the institution and if any amendments are necessary are initiated.

#### B. FORMATION OF THE COMMITTEE

The Committee is chaired by the Vice Chancellor by virtue of the position. The duration of the committee members, other than the Chair is for a period of three years and maybe extended depending upon the contribution to the committee.

The Review Committee constituted by the Board comprising of:

- i. Vice Chancellor
- ii. H-IRQAOA
- iii. External Advisory Council Member
- iv. Academic Advisory Council Member
- v. Faculty member
- vi. Staff member
- vii. Student representative



- viii. Employer
- ix. Alumni

#### **C. TENURE OF THE COMMITTEE**

The tenure of the committee is generally 5 years and out of which one third members can be changed after three years.

#### **D. QUORUM**

Minimum 50% of committee members shall be present in the meeting to complete the quorum failing which the meeting shall not be conducted.

#### **E. RESPONSIBILITY OF THE COMMITTEE**

The main responsibility of the committee is to review the vision, mission and goals statement periodically to be more current and relevant to the changes in the external conditions and recommend revisions.

The Vision, Mission and Goals Review Committee deliberates the currency and relevancy of the mission and goals statement in the changing environmental conditions and seeks opinion from the various stakeholders of the committee. Relevant inputs are taken into consideration and a report is submitted by the Chair of the committee to the Board of Governors for their opinion and approval. After approval, the revised vision, mission, goals and objectives are circulated to all the departments, functionaries and approved for public disclosure through websites, brochures and catalogs.

#### **F. PROCESS FLOW**

The Process of review of the Vision, mission, goals and objectives is carried out by the committee first by reviewing the various internal and external inputs received from various sources on continuous basis followed by deliberations on the significance and the possible impacts on the vision and mission. The finalized revisions are recommended to the EC and board for their opinions and approvals.

##### **STEPS:**

- i. Review of feedback on the annual operations
- ii. Review of feedback from the evaluation of the strategic plan
- iii. Review of strategic directions and its status of achievement
- iv. Review and analyze significant changes in internal & external conditions
- v. Review of proposed expansion, diversification and any structural changes deemed necessary
- vi. To review the Vision, mission and goals of the institution in relation to feedbacks and internal & external changes
- vii. Initiate deliberations based on inputs received from various stakeholders
- viii. Review the achievement status of vision, mission and goals statement
- ix. Prepare a draft document and present to EC
- x. Incorporate the suggestions and amend the vision, mission and goals statement
- xi. Submit the final draft to Vice Chancellor for presenting it to the Board for opinion and approval
- xii. The IRQAOA Department disseminates the approved vision, mission, goals and objectives



### Frequency and authority of review

Components	Preparation of Plans	Preparation frequency	Review frequency	Timeline	Responsible to implement	Reasons for amendment	Approval Authority
Vision, mission	IRQAOA	As and when required	Yearly	January	Vice Chancellor	Inputs from all stakeholders and evaluated by EC	BOG
Values	Vice Chancellor & Dean of respective schools	As and when required	Yearly	January	Vice Chancellor		EC
Graduate Attributes	Vice Chancellor & Dean of respective schools	As and when required	Yearly	January	Vice Chancellor		EC
Institutional goals and objectives	IRQAOA	As and when required	Yearly	January	Vice Chancellor		BOG
Program goals and Learning Outcomes	Vice Chancellor & Dean of respective schools	Yearly	Yearly	April	Vice Chancellor	Program review, course reports and inputs received from employers, industry experts and external supervisors	BOG
Goals and objectives of institutional units	Respective AAC member/ Chairs / Heads	Yearly	Yearly	July	Respective AAC member/ Chairs / Heads	Structural / Operational changes	BOG
SWOT analysis	IRQAOA	Yearly	Yearly	July	Vice Chancellor		EC





## 1b. Organization policy

<b>Policy number</b>	<b>HUMR_POLICY_01</b>
<b>Policy name</b>	Organization policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 1: Governance and Management
<b>Policy owner</b>	HR
<b>Date of recent modification</b>	5 May 2020
<b>Verified by</b>	DYASS & Registrar

This policy includes job descriptions and lines of authority/reporting structure for the principal administrative and academic officers.

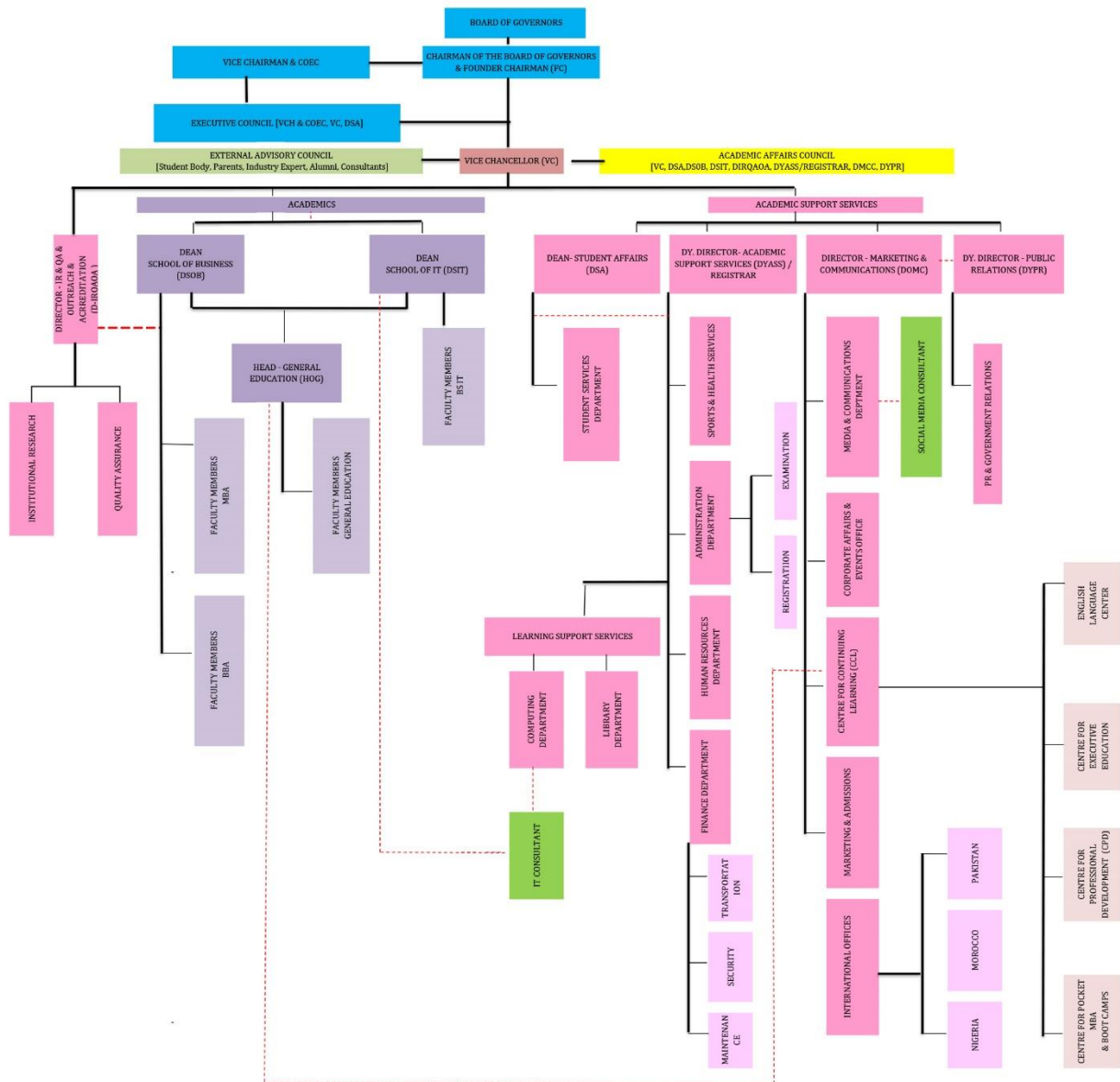
### ORGANIZATION STRUCTURE

Organization structure is the reflection of the institutional governance, line of authorities and the responsibilities vested in the positions. It further indicates the flow of communication and the decision making authorities in the organization.

### ORGANIZATION CHART



## SUC ORGANIZATIONAL CHART AY 20-21



### I. REVIEW OF ORGANIZATION CHART A. INTRODUCTION

The review of the Organizational Chart of the Institution is carried out by the Vision, mission and goals review committee. The Organization chart reflects the powers, roles, responsibilities and authorities of the academic and academic support service functionaries, their reporting relationships, coordination and supervision that direct the achievement of organizational vision and mission statement. It also clearly defines the reporting structures within the organization.

### B. REVIEW COMMITTEE



The review of organization chart is carried out by the Academic Affairs Council (AAC).

#### **C. RESPONSIBILITY OF THE COMMITTEE**

The committee reviews the organization chart annually and recommends any structural changes that may be required based on BOG inputs, strategic plan inputs, MOE requirements, international accreditation requirements and departmental requirements from closing reports.

#### **D. PROCESS FLOW**

The Process of review of the organization chart is carried out by the AAC first by reviewing the MOE requirements, international accreditation requirements, EC & BOG inputs, strategic plan and annual operational plan. The finalized revisions in the organization chart are presented to EC and board for their opinions and approvals.

#### **STEPS:**

1. Review of MOE & International accreditation requirements
2. Review of inputs from EC and BOG
3. Review of strategic plan and annual operational plan
4. Recommend changes in the organization chart
5. Prepare a draft organization chart with suggested changes present to EC
6. Submit the final draft to Vice Chancellor for presenting it to the Board for opinion and approval
7. The Human Resource department disseminates the approved Organization chart



## 1.C Terms of Reference of Standing Committees

<b>Policy number</b>	<b>IRQA_POLICY_29</b>
<b>Policy name</b>	Terms of Reference of Standing Committee
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 1: Governance and Management
<b>Policy owner</b>	IRQAOA
<b>Date of recent modification</b>	18 May 2020
<b>Verified by</b>	H-IRQAOA

### I. INTRODUCTION

The standing Committees at Skyline University College comprises of the Institutional Effectiveness (IE) Committees. There are 15 IE committees for the AY 2020-21. The names of these committees have been given below:

- A. Institutional Governance and Management Committee
- B. Quality Assurance Committee
- C. Academic Planning and Operations Committee
- D. Learning Resource Committee - Library
- E. Learning Resource Committee - Information Technology
- F. Teaching Effectiveness Committee
- G. Research and Scholarly Activities Committee
- H. Community Services Committee
- I. Administration and Examination Committee
- J. Student Support Services Committee
- K. Faculty and Professional Staff Committee
- L. Fiscal Resources, Financial Management and Budgeting committee
- M. Health, Safety & Environment committee
- N. Marketing and Creative Communication
- O. Community Engagement Committee (Corporate Relations)

### II. TERMS OF REFERENCE OF STANDING COMMITTEE

#### A. FORMATION OF IE COMMITTEE

The Executive council in coordination with Academic Affairs Council is responsible for the formation of IE Committees in SUC for each academic year.

#### B. CONSTITUTION:

Each committee generally consists of a Chair and minimum two members depending on the tasks related to the committees.

#### C. FUNCTIONS:

Each committee is assigned with specific roles and responsibilities which facilitate the smooth functioning of the operations of the subcommittee / subcommittees allocated under the main IE committee.



#### **D. APPOINTMENT & TERM**

The chair of committees and the members are appointed by the Executive Council for a period of 2 years.

The continuation or removal of the chair and members is based on the performance appraisal during the tenure.

#### **E. OVERALL RESPONSIBILITIES OF COMMITTEES**

- i. To oversee the activities of all subcommittees
- ii. To conduct regular meetings for smooth functioning of the committee and timely decision making
- iii. To ensure all records are maintained related to each subcommittee

#### **F. RESPONSIBILITIES OF THE IE SUB COMMITTEE CHAIRS**

- i. Chair reviews the IE Tool with the sub-committee members and prepares internal plan of action of the committee for the academic year towards achieving the objectives of the committee
- ii. Encourage all committee members to present their views and to explain the rationale for their opinions
- iii. Mobilize faculty and staff to achieve the objectives of the committee
- iv. Ensure committee MOM, reports, and recommendations are completed and appropriately disseminated in a timely manner
- v. Forward Reports and recommendations to IR unit as per the IE Calendar.

#### **G. RESPONSIBILITIES OF THE IE SUB COMMITTEE MEMBERS**

- i. Regularly contribute to achieve the objectives of committee
- ii. Attend and actively participate in meetings;
- iii. Share information during committee discussions, recommend and express opinion for decision making
- iv. Support decisions of the committee or ensure that MOM minutes include concerns/reservations with decision (s)

#### **H. DETAILS OF IE COMMITTEES**

Each IE committee may include 1 or more subcommittees which focus on achieving the objectives related to specific areas of operation. Addition or removal of subcommittees is done based on the changes in the organization structure, changes in policies related to this committee or changes in operations. Further details of each IE Committee can be referred in subsequent sections:

##### **i. INSTITUTIONAL GOVERNANCE AND MANAGEMENT COMMITTEE**

The Institutional Governance and Management Committee has been assigned following subcommittees in AY 20-21:

Section A - Vision Mission (Re-visit of Vision, Mission, Goals and Objectives)

Section B - Institutional Planning (Preparation and Review of Strategic Plan)

Section C - Institutional Management and Administration Committee (Current EC and AAC)

Section D - Review of Organization Chart

Section E – Governance



Section F – Policies and Procedures

**a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Institutional Governance and Management Committee</b>	Re-visit of Vision, Mission, Goals, Objectives	VICE CHANCELLOR	DSA
	Preparation and review of Strategic Plan		DEAN - SOIT, DEAN - SOB
	Institutional Management and Administration Committee (Current EC and AAC)		AAC Members
	Review of Organization Chart		DyASS, HR-In Charge
	Governance		H-IRQAOA, AM-QA, IR-In-charge and IRQA Assistant
	Policies and Procedures	H-IRQAOA, AM-QA, IR-In-charge and IRQA Assistant	

**b. RESPONSIBILITIES OF INSTITUTIONAL GOVERNANCE AND MANAGEMENT COMMITTEE**

To ensure achievement of objectives related to the subcommittees as given below:

**Section A – Vision Mission (Re-visit of Vision, Mission, Goals and Objectives)**

1. To align the organization with the dynamic external environment

**Section B – Institutional Planning (Preparation and Review of Strategic Plan)**

1. To achieve strategic goals of SUC
2. To evaluate status of SUC Strategic plan achievement
3. To prepare for developing new strategic plan.
4. To evaluate status of SUC’s annual plans achievement

**Section C - Institutional Management and Administration**

1. To ensure smooth day to day operations of SUC

**Section D – Organization (Review of Organization Chart)**

1. To align the organization structure in line with internal and external requirements

**ii. QUALITY ASSURANCE COMMITTEE**

The Quality Assurance Committee has been assigned following subcommittees in AY 20-21:

Section A: Institutional Effectiveness (IE) Committee

Section B: Annual Planning and closing

Section C: Feedback conduct and review committee

Section D – Quality Audit - Academic (Course file evaluation) and Academic Support services (Departmental audit)

Section E – Program learning outcomes and course learning outcomes measurement

Section F – Accreditation (local, international- AACSB and ABET, IEEE, CHEDS submission)

Section G – Risk Management and Risk Based Evaluation



**a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
Quality Assurance Committee	Institutional Effectiveness tools	DIRQAOA	AM - Quality Assurance, QA & IR Assistant, IR Incharge
	Annual Planning and closing		AM - Quality Assurance, QA & IR Assistant
	Feedback Conduct and Review		AM - Quality Assurance, QA & IR Assistant, IR In charge, DEAN - SOIT, Dean SOB, Registrar
	Quality Audit - Academic and Academic Support services		(i). Academic Audit (Course file evaluation): IR-In charge, Faculty members from School of business and School of IT (ii) Academic Support Service Audit (Departmental audit): AM - Quality Assurance, QA & IR Assistant, Faculty members from School of Business & School of IT
	Program learning outcomes and course learning outcomes measurement		AM - Quality Assurance, QA & IR Assistant, IR Incharge, At least 1 faculty member
	Accreditation(local, international- AACSB and ABET,IEEE ,CHEDS submission)		AM - Quality Assurance, QA & IR Assistant, IR In-charge
	Risk Management and Risk Based Evaluation		AM - Quality Assurance, QA & IR Assistant & At least 1 Faculty member

**b. RESPONSIBILITIES OF QUALITY ASSURANCE COMMITTEE**

To ensure achievement of objectives related to the subcommittees as given below:

**Section A: Institutional Effectiveness (IE) Committee**

1. To aid in achieving SUC's Objectives
2. To allocate different committee to manage Institutional Effectiveness system
3. To plan, monitor and review the institutional effectiveness system
4. To suggest and recommend necessary amends to the Institutional Effectiveness system including organization process
5. To benchmark with regional and international universities
6. To provide professional development opportunities for QA staff

**Section B: Annual Planning and closing**

1. To coordinate with AAC and Departments for preparing annual planning documents in line with the strategic plan
2. To coordinate for the review of semester and closing reports

**Section C: Feedback conduct and review committee**

1. To conduct the feedbacks as per the feedback calendar



2. To comprehensively evaluate the academic and academic support services through the feedbacks and surveys
3. To provide feedback to improve the academic and academic support services

**Section D – Quality Audit - Academic (Course file evaluation) and Academic Support services (Departmental audit)**

1. To review and evaluate course files submitted by faculty members
2. To audit the departmental operations, identify areas of improvement and suggest corrective actions

**Section E – Program learning outcomes and course learning outcomes measurement**

1. To review and update the Program learning outcomes and course learning outcomes based on the curriculum changes
2. To review the achievement status of Program learning outcomes and course learning outcomes

**Section F - Accreditation (local, international- AACSB and ABET, IEEE ,CHEDS submission)**

1. To assist SUC in initial accreditation and renewal accreditation process of MOE-CAA, MOE Inspection directorate and CHEDS related data requirements
2. To coordinate and facilitate submission of information for meeting requirements of international accreditation agencies

**Section G - Risk Management and Risk Based Evaluation**

1. To coordinate for regular registration of risk incidents by concerned units
2. To review risk incidents registered and submit an analysis of registered risk incidents
3. To evaluate the achievement of CAA Risk assessment parameters by concerned units

**iii. ACADEMIC PLANNING AND OPERATIONS COMMITTEE**

The Academic Planning and Operations Committee has been assigned following subcommittees in AY 20-21:

Section A - Academic Planning and Operations

Section B - Program Review and Revisit (Undergraduate, Graduate and Foundation Programs - BBA, MBA, BSIT, MATH, IELTS)

Section C - General Education Department

Section D - Management Development Program and Project Consultancy

Section – E: Internship Committee

Section-F: Professional Skills Development program

Section-G: Toastmasters

**a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
Academic Planning and Operations Committee	Academic planning and Operations	VICE CHANCELLOR	DEAN - SOIT, DEAN - SOB
	PROGRAM REVIEW/REVISIT		DEAN - SOIT, DEAN - SOB, Faculty Experts





	General Education Department (including ELC)		DSA, Head of General Education, 4 General Education faculty members
	Management Development Program and Project Consultancy		Dean-SOB, Dean-SOIT, 3 FACULTY MEMBERS
	Internship		Dean-SOB, Dean-SOIT, DYASS, Head of Administration and Examination(HOAE), Head of Corporate Affairs (HOCA), DSA
	Professional Skills Development program		DSA, HOCA, Faculty members from school of Business and School of IT
	Toastmasters		DSA, Faculty members from school of Business and School of IT

## b. RESPONSIBILITIES

To ensure achievement of objectives related to the subcommittees as given below:

### Section A - Academic Planning and Operations

1. To prepare academic plan and review
2. To plan & recommend academic faculty requirement
3. To plan and allocate courses to faculty members, as per MOE Standards
4. To provide platform for professional development of faculty
5. To assist in national and International Accreditation and rankings
6. To Adhere to MOE curriculum requirement

### Section B - Program Review and Revisit (Undergraduate, Graduate and Foundation Programs - BBA, MBA, BSIT, MATH, IELTS)

1. To review the curriculum and learning resources in line with the needs of industry.
2. To add or delete courses based on currency, relevancy and competency required by the industry.
3. To incorporate latest teaching methodologies for program effectiveness.

### SECTION - C: General Education Department

1. To prepare academic plan and review
2. To plan & recommend academic faculty requirement
3. To plan and allocate courses to faculty members, as per MOE Standards
4. To provide platform for professional development of faculty
5. To assist in national and International Accreditation and rankings
6. To Adhere to MOE curriculum requirement

### SECTION D - Management Development Program and Project Consultancy

1. To identify corporates seeking trainings in management in the region
2. To develop programs and course as per the requirement of the corporate clients
3. To provide consultancy service to the government, semi government and private organizations in the region as per their organization requirements.



### Section E - Internship Committee

1. To assess knowledge gained by a student in their program and its applications in the industry.
2. To provide an opportunity to students in experiencing the real life business situations
3. To monitor the progress of the internship students

### Section-F: Professional Skills Development program

1. Support faculty to conduct PSDP sessions

### Section-G: Toastmasters

1. To coordinate the activities of the Skyline Toastmaster club

#### iv. LEARNING RESOURCE COMMITTEE (LIBRARY)

Learning Resource Committee – Library is responsible for the collection development, renewal of online and print subscriptions, sharing Information services and weed out of library materials.

##### a. COMMITTEE STRUCTURE

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Learning Resource Committee (Library)</b>	Learning Resource Committee (Library)	DyASS	DEAN - SOIT, DEAN - SOB, HOL, Faculty members from school of Business and School of IT, HOAE

##### b. RESPONSIBILITIES

To ensure achievement of objectives as given below:

1. To provide guidelines and suggestion for maintaining adequate library resources
2. To regularly upgrade existing library resources for meeting the future requirements on annual basis including procurement of E-Resources and discarding the outdated editions of the current stock
3. To orient the students, faculty and staff with regards to the usage of library resources, eBooks and facilities
4. To Enrich the resources with most relevant online & offline materials
5. Facilitate conducive research and consultancy environment for faculty to pursue scholarly activities
6. Implementation of virtual teaching technologies for Junior and Senior Level students

#### v. LEARNING RESOURCE COMMITTEE (INFORMATION TECHNOLOGY)

Learning Resource Committee – Information Technology is responsible for reviewing and approving the requirement of IT resources by faculty, staff and students in carrying out the academic activities and research in the University College.

##### a. COMMITTEE STRUCTURE

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Learning Resource Committee (Information Technology)</b>	Learning Resource Committee (Information Technology)	DEAN - SOIT	Faculty members from school of Business and School of IT and Faculty members from General Education Department



### b. RESPONSIBILITIES

To ensure achievement of objectives as given below:

1. To review the adequacy of IT resources as per the strategic plan
2. To provide suggestion and recommendation to improve the IT resources
3. To assess adequacy of hardware and software requirement for creating conducive learning environment in the SUC with the help of IT integration.
4. To regularly upgrade existing IT resources for meeting the future requirements on annual basis.
5. To prepare and implement preemptive maintenance plan.

### vi. RESEARCH AND SCHOLARLY ACTIVITIES COMMITTEE

The committee encourages faculty members to actively participate in academic and practical research forums. Publishing in peer reviewed journals, international conference presentations, participating in seminars and collaborative work with industry from UAE, MENA and Rest of the World are the major activities to be promoted by the committee. The committee also maintains a research culture in order to explore relevant research areas and identify funding opportunities for Faculty and Students.

Research and Scholarly Activities Committee has been assigned following subcommittees in AY 20-21:

Section A - Research (Journal Publication, conference presentation, Projects, Patents)

Section B - Case Center

Section C - Knowledge update

Section D - Innovation and Entrepreneurship Center, TIE, Incubation Center

Section E - Skyline Business Journal

#### a. COMMITTEE STRUCTURE

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Research and Scholarly activities Committee</b>	Research (Journal Publication, conference presentation, Projects, Patents)	DEAN - SOIT, DEAN - SOB	Faculty members from school of Business and School of IT
	Case Center		At least Two faculty members from School of Business
	Knowledge update		Faculty members from school of Business and School of IT
	Innovation and Entrepreneurship Center, TIE, Incubation Center		Faculty members from school of Business and School of IT
	Skyline Business Journal		Faculty members from school of Business and School of IT and at least one faculty member from General Education



## **b. RESPONSIBILITIES**

To ensure achievement of objectives related as given below:

### **Section- A Research (Journal Publication, conference presentation, Projects, Patents)**

- a. To support and encourage research activities that will promote faculty, their professional growth and recognition
- b. To develop a creative research partnership & consultancy with businesses, universities, government & non-governmental organizations based on mutual benefits
- c. To strengthen and update library and its collection to support research activities
- d. To provide research funds to academic staff for research & other scholarly activities.
- e. To facilitate faculty to write Project showcase in specialization and interdisciplinary fields
- f. To facilitate faculty to publish & present quality research work in relevant specialization and interdisciplinary stream domains.
- g. To disseminate the knowledge & research updates by means of newsletter /online marketing forum/social media to stakeholders (within & outside) University.
- h. To encourage graduate students to publish research papers
- i. Allocate resources for research
- j. To disseminate information about various research opportunities, research activities and articles

### **Section- B: Case Study Centre**

1. To develop faculty skills in Case Writing and Case Based Teaching

### **Section C – Knowledge update**

1. To create awareness about updates in the industry
2. To create awareness about Skyline University College updates

### **Section- D: Innovation and Entrepreneurship Center Committee**

1. To promote entrepreneurial culture among student.
2. To develop skills in generating innovative business Ideas.
3. To develop skills of researching and analyzing the business environment and opportunities.
4. To develop skills in formulating business plans.
5. To establish long-term relationships with banks, venture capitalist Chamber Commerce, Government Agencies and other Entrepreneurial development organization

### **Section- E: Skyline Business Journal**

1. To provide a platform for researchers to publish their research work in areas of business management.
2. To provide an opportunity for academic exposure and networking at the regional and global level.
3. To share the knowledge gained from scholarly activities amongst the industry and academia.
4. To obtain Indexing in Databases



**vii. TEACHING EFFECTIVENESS COMMITTEE**

The Teaching Effectiveness Committee encourages effective teaching and learning practices through establishment of mechanisms for relevancy of academic, general educational programs and internship practices as well as effectiveness of course design to include integration and application of case studies, research papers, news items, application of innovative teaching practices / pedagogy as well as assessments. Further, teaching effectiveness needs to enable Faculty to articulate theoretical concepts and discourse knowledge clearly and explicitly through updated texts and relevancy of additional readings. Teaching effectiveness also delves into academic rigor including reinforcement, intensive academic reading and writing practices; appropriate testing instruments and evaluation practices.

Teaching Effectiveness Committee has been assigned following subcommittees in AY 20-21:  
 Section-A: Teaching Effectiveness Committee  
 Section B – Learning Management System

**a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
Teaching Effectiveness Committee	Teaching effectiveness	DEAN - SOIT, DEAN - SOB	Faculty members from school of Business and School of IT, at least one faculty member from School of Business and General Education
	LMS	DEAN - SOIT, DEAN - SOB	At least 1 Faculty member from each

**b. RESPONSIBILITIES**

To ensure achievement of objectives related to subcommittees as given below:

**Section-A: Teaching Effectiveness Committee**

1. Facilitate faculty training and development on selected Teaching effectiveness methods
2. Coordinate Conduct Peer Reviews and provide feedback for improvement

**Section B – Learning Management System**

1. Facilitate interaction between faculty and staff through LMS

**viii. COMMUNITY SERVICES COMMITTEE**

The Community Services Committee provides an opportunity to faculty, staff and students to engage in achieving their responsibility towards the society through their skills, knowledge and values.

**a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
Community Services Committee	Community Services	DSA	At least 1 member from School of Business, School of IT and General Education

**b. RESPONSIBILITIES**

To ensure achievement of objectives of the committee as given below:



1. To collaborate with Corporate, Government agencies and Social organizations for CSR activities.
2. To propose community service activities to Government Agencies, Social Service Organizations and Corporates and organize events in collaboration with them.
3. To determine the themes of Community service activities of SUC and roll out a schedule for the Academic year.
4. To Plan and execute the events, CSR activities, school workshops & activities and facilitate teams.
5. To encourage Stakeholders, Faculty members, Staff and students to submit proposals for community service activities
6. To disseminate the information to various stakeholders through various media sources.
7. To orient faculty, staff and students to participate in community services activities

**ix. ADMINISTRATION AND EXAMINATION COMMITTEE**

The Administration and Examination Committee has been assigned following subcommittees in AY 20-21:

Section – A: Registration Committee - Undergraduate and graduate registration

Section-B: Examination conduct and result analysis

Section – C: Academic Progression (SAP Committee, Postponement, Re Activation, Course Withdrawal and Cancellation)

Section – D: Student Request Processing

**a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Administration and Examination Committee</b>	Registration	Registrar	DEAN - SOIT, DEAN - SOB, HOAE, Examination-Supervisor
	Examination conduct and result analysis		DEAN - SOIT, DEAN - SOB, HOAE, Examination-Supervisor
	Academic Progression		DEAN - SOIT, DEAN - SOB, HOAE, Examination-Supervisor
	Student Request processing		Head- Administration, Examination-Supervisor, DSA, SSD Assistant

**b. RESPONSIBILITIES**

To ensure achievement of objectives related to the subcommittees as given below:

**Section – A: Registration Committee - Undergraduate and graduate registration**

1. Implement the standardized registration procedures for undergraduate and graduate programs
2. To ensure the registration criteria are met as per the registration policies.
3. Ensure physical safety of documents with proper storage facility.
4. Ensure confidentiality of records and documents as per policy and procedure
5. Ensure accessibility of student record by authorized persons



### **TOC Committee – Part of Registration sub committee**

1. To adhere to the SUC TOC criterion as MOE guidelines.
2. To equate courses for transfer as per eligibility.
3. To analyze status of TOC admissions during each intake.

### **MQP Analysis (MBA) Committee - Part of Registration sub committee**

1. To determine the MQP criterion as per the MBA admission policy and accordingly assess courses to be offered.  
To analyze status of MQP admissions during each intake.

### **Section-B: Examination conduct and result analysis**

1. To plan, control and conduct midterm and final exams as per published schedule.
2. To compute, compile and finalize exam results for declaration.
3. To analyze semester wise results and maintain records.

### **Section – C: Academic Progression**

1. To analyze the student's progression, retention and graduation rate during the academic year.
2. To ensure the student meet the qualitative & quantitative requirements.
3. To observe the students' improvement in their academic performance during the semesters.

#### **SAP Committee**

1. To review the progress of students placed under SAP cases every semester
2. To take appropriate decisions on SAP case students as per policy

#### **Postponement, Re Activation, Course Withdrawal and Cancellation**

1. To review the postponement, reactivation, cancellation and course withdrawal applications
2. To provide necessary counseling and guidance to applicants under the above category

### **Section – D: Student Request Processing**

1. To process the student request as per the stipulate time line

## **x. STUDENT SUPPORT SERVICES COMMITTEE**

The Student Support Services Committee has been assigned following subcommittees in AY 20-21.:

Section A - Academic Advising and mentoring (Advising Services)

Section B - Student Counselling (Student Support Services)

Section C - Suggestion and Complaints process (Student Appeals and Complaints)

Section D - Involving Class Representatives in decision making (Feedback from Students)

Section E - Ensuring Discipline within SUC campus (Student Behavior and Academic Integrity)

Section F- Events

### **a. COMMITTEE STRUCTURE**



IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
Student Support Services Committee	Academic Advising	DSA	Registrar, Counselor, HOA - School of Business, HOA- School of IT, HOAE
	Student Counselling		
	Suggestion and Complaints process		
	Class Representative		
	Disciplinary Action		
	Events		SSD Staff and Counsellors, Sports Assistant, 3 Faculty members from School of Business

**b. RESPONSIBILITIES**

To ensure achievement of objectives related to the subcommittees as given below:

**Section A - Academic Advising and mentoring (Advising Services)**

1. To provide guidelines to academic advisors and mentors regarding student advising process
2. Plan and execute advisory activities during the academic year.
3. To monitor the effectiveness of the advising system and recommend improvements
4. To Liaison with the various departments, clubs and committee involved in the advising process

**Section B - Student Counselling (Student Support Services)**

1. To Carry out academic counseling for students at various levels & categories

**Section C - Suggestion and Complaints process (Student Appeals and Complaints)**

1. To develop a process of students’ feedback regarding academic and academic support services issues

**Section D - Involving Class Representatives in decision making (Feedback from Students)**

1. To encourage CR to interact and have meeting with the students’ body to understand their important areas of concern
2. To encourage CR committee to communicate the issues and suggestion for improvement to the management.
3. To communicate the management response back to the students in a convincing manner to enhance satisfaction level of the student.

**Section E - Ensuring Discipline within SUC campus (Student Behavior and Academic Integrity)**

1. To maintain a disciplined educational environment.
2. To take corrective action in case of reported in-discipline.

**Section F- Events**

1. To plan & conduct year round events
2. To encourage students to display their hidden talents by participation in various committees and clubs as well as individual events





**xi. FACULTY AND PROFESSIONAL STAFF COMMITTEE**

The Faculty and Professional Staff Committee has been assigned following subcommittees in AY 20-21:

Section A – Identifying and Recruiting competent faculty and staff (Faculty and Staff Search Committee)

Section B – Maintaining information related to Faculty and Staff

Section C – Allocating courses to faculty (Faculty workload)

Section D – Conducting Faculty and Staff Development programs

Section E – Review of Faculty and Staff Satisfaction (Grievances) (Faculty and Staff Satisfaction Review Committee)

Section F – Evaluation (Evaluation)

Section G – Employee Disciplinary Action and Appeals

**i. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Faculty and Professional Staff Committee</b>	Faculty and Staff Search	DyASS	HR In charge, DEAN - SOIT, DEAN - SOB, Faculty Experts (As per requirements)
	Faculty and Staff information		HOAE, HR In charge
	Faculty scheduling and course allocation		HOAE, HR In charge
	Faculty and Staff Development program		HR In charge, DEAN - SOIT, DEAN - SOB
	AAC, Faculty and Staff Evaluations		HOIR, HR In charge
	Faculty and Staff Satisfaction		HR In charge, DEAN - SOIT, DEAN - SOB
	Employee Disciplinary Action and Appeals		HR In charge, DEAN - SOIT, DEAN - SOB

**ii. RESPONSIBILITIES**

To ensure achievement of objectives related to the subcommittees as given below:

**Section A – Identifying and Recruiting competent faculty and staff (Faculty and Staff Search Committee)**

1. To plan for faculty resources requirement for the academic year.
2. To identify and recruit suitable candidate for the academic support services position.

**Section B – Maintaining information related to Faculty and Staff**

1. To maintain required student-faculty ratio, part time-faculty member ratio and grade wise ratio.
2. To maintain diversity policy of SUC.

**Section C – Allocating courses to faculty (Faculty workload)**

1. To utilize the faculty resources optimally and effectively in conducting the courses every semester.



- To maintain the teaching load as per SUC policy.

#### **Section D – Conducting Faculty and Staff Development programs**

- To improve teaching methodologies and efficiency in work.
- To provide platform for professional development.
- To enable faculty and staff compatible to cultural environment and Information technology tools.

#### **Section E – Review of Faculty and Staff Satisfaction (Grievances) (Faculty and Staff Satisfaction Review Committee)**

- To understand the gaps and deficiencies that has a bearing on the institutional effectiveness with a focus on optimizing faculty and staff satisfaction.

#### **Section F – Evaluation (Evaluation)**

- To review and update employee performance evaluation policy annually
- To conduct the process of evaluation of all employees as per policy
- To discuss the evaluation with employee

#### **Section G – Employee Disciplinary Action and Appeals**

- To review and initiate disciplinary action related to employee disciplinary issues

### **xii. FISCAL RESOURCES, FINANCIAL MANAGEMENT AND BUDGETING COMMITTEE**

The Fiscal Resources, Financial Management and Budgeting Committee has been assigned following subcommittees in AY 20-21:

- Section A – Financial Audit
- Section B: Budget Review
- Section C: Fee Waiver and Scholarship Committee
- Section D: Student Debit Credit Audit Committee
- Section E: Financial Risk Management
- Section F: Facilities Resources
- Section G: Student Protection Plan/Teach-out Reserve
- Section H: Insurance

#### **a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Fiscal Resources, Financial Management and Budgeting committee</b>	Financial Audit Report	VICE CHANCELLOR	HOF, DyASS, Supervisor-Finance
	Budget Review		
	Fee Waiver and Scholarship Committee		
	Student Debit & Credit Audit		
	Financial Risk Management		
	Resources Adequacy - Facility (Infrastructure, Fire, Safety, AMC)		HOF, DyASS, Supervisor-Finance, Maintenance supervisor, DMCC, DYPR



	Student Protection Plan/Teach-out Reserve		HOF, DyASS, Supervisor-Finance, HR- Incharge
	Insurance		HOF, DyASS, Supervisor-Finance, HR- Incharge

## b. RESPONSIBILITIES

To ensure achievement of objectives related to the subcommittees as given below:

### Section A – Financial Audit

1. To generate financial audited reports useful for taking rational financial decisions.
2. To provide reliable indication of SUC’s financial position and operating results.

### Section B: Budget Review

1. To ensure financial stability
2. To prepare the annual budget

### Section C: Fee Waiver and Scholarship Committee

1. To allocate fund for various MOU and non MOU scholarship every year
2. To assess the effectiveness of Various MOUs signed

### Section D: Student Debit Credit Audit Committee

1. To carry out orientation to all the departments with regard to fee structure and the policy and procedure that have to followed
2. To conduct monthly audits for identifying discrepancies
3. To conduct meetings with the departments to resolve the discrepancies
4. To prepare debit and credit audit reports

### Section E: Financial Risk Management

1. To monitor significant risks to reduce the likelihood of unwelcome surprises.
2. To Report minor and major incidents of risks through internal and external audit systems
3. To Anticipate and respond to changing social environmental and legislative requirements and compliance of legal standards
4. To Insure SUC’s movable and immovable assets against fire, theft, natural calamities and a probable loss of key personnel.
5. To review the effectiveness of the system of internal control and report to the Management.

### Section F: Facilities Resources

1. To provide and maintain adequate facilities to support the academic and academic support services operations.
2. To assess the requisition for adequate resource requirement for the departmental functions.

### Section G: Student Protection Plan/Teach-out Reserve

1. To Maintain sufficient fund for teach out reserve
2. To enter into MOU with UAE accredited institution

### Section H: Insurance



1. To identify and maintain insurance policy to mitigate risk

**xiii. HEALTH, SAFETY AND ENVIRONMENT COMMITTEE**

The Health and Safety Committee has been assigned following subcommittees in AY 20-21:

Section A - Sports activities for SUC Students, Faculty and Staff

Section – B Health, Safety and Environment

Section C - Student Accommodation Committee

**i. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Health, Safety &amp; Environment committee</b>	Sports activities	DyASS	HOS, at least 1 faculty member from General Education, Faculty members from school of Business and School of IT, Sports Assistant;
	Health, Safety & Environment		DSA, DyPR, HOS, HOF, PRO, One Faculty member
	Student Accommodation		DSA, DyPR, HOS, HOF, PRO, Marketing Supervisor

**ii. RESPONSIBILITIES**

To ensure achievement of objectives related to the subcommittees as given below:

**Section A - Sports activities for SUC Students, Faculty and Staff**

- a. To identify the Sports activities to be conducted
- b. To conduct Sports orientation program for students, faculty and Staff
- c. To train Skyline University College teams for Inter University level participation.

**Section – B Health, Safety & Environment**

- a. To create Health, Safety & Environment awareness among Faculty, Staff and Student
- b. To conduct Health, Safety & Environment related events
- c. To provide first aid medical facilities for students and employees
- d. To train students and staff on first aid and fire safety
- e. To ensure that the University building is free of any hazards as per the Government standards
- f. To monitor and maintain the Fire safety equipment and emergency exit plans

**Section C - Student Accommodation Committee**

- a. To have adequate hostel rooms for girls and boys as per the policies of SUC
- b. To provide hygienic and comfortable living atmosphere to the hostel students
- c. To ensure safety and security of the hostel students



**xiv. MARKETING AND CREATIVE COMMUNICATION**

The Marketing and Creative Communication Committee has been assigned following subcommittees in AY 20-21.:

Section – A – Enrollment Analysis

Section – B – Media and Communication

Section – C – Newslines

**a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
Marketing and Creative Communication	Enrollment Analysis	DMCC	DEAN - SOIT, DEAN - SOB
	Media and Communication		2 faculty members from General Education, 1 faculty member from School of Business
	Newslines		3 General Education faculty members

**b. RESPONSIBILITIES**

To ensure achievement of objectives related to the subcommittees as given below:

**Section – A – Enrollment Analysis**

1. To formulate, implement and review marketing strategies as per strategic plan
2. To gather market intelligence; for evaluating, analyzing and identifying industry requirements for employment opportunities locally & internationally
3. To develop plans for building brand image in local and international markets

**Section – B – Media and Communication**

1. To enhance online marketing efforts, website update and optimizing E-marketing sources for brand building
2. To ensure media contents are published on time with accuracy
3. To promote University college content in various media channels.

**Section – C – Newslines**

1. To disseminate information related to faculty, students and academic support services departments achievements during the academic year.
2. To highlight students’ artistic and literary talents.
3. To encourage students to participate in co-curricular and extracurricular activities.

**xv. COMMUNITY ENGAGEMENT COMMITTEE (CORPORATE RELATIONS)**

The Community Engagement Committee has been assigned following subcommittees in AY 20-21:

Section A – Corporate relations

Section B – Alumni Relations

Section C – Articulation

Section D – Employment rate measurement & Employer Survey

Section – E: Executive Development Program (EDP)



Section – F: CPD courses(ACCA, IATA, CTH etc)

Section – G: Pocket MBA and Boot camp

Section – H - Outreach

**a. COMMITTEE STRUCTURE**

IE COMMITTEE	SUBCOMMITTEE	CHAIR	MEMBERS
<b>Community Engagement Committee (Corporate Relations)</b>	Corporate Relations	DMCC	HOCA, at least Two faculty members from School of Business
	Alumni Relations		DSA ,HOAE, Faculty members from school of Business and School of IT, SSD staff
	Articulation		HOCA, CAO Assistant, at least Two faculty members from School of Business
	Employment rate measurement and Employer Survey		HOCA, ,CAO Assistant
	Executive Development Program		HOCA, Faculty members from school of Business and School of IT
	Pocket MBA and Boot Camps		
	CPD courses(ACCA, IATA, CTH etc)		
	Outreach		DIRQAOA,HOCA, CAO Assistant, Faculty members from school of Business and School of IT

**b. RESPONSIBILITIES**

To ensure achievement of objectives related to the subcommittees as given below:

**Section A – Corporate relations**

1. To identify organizations that can add value to SUC and to build corporate relationship
2. To identify organizations for resource personnel for CEO lecture, guest lectures, field visits, internships and placements opportunities
3. To invite industry experts for program review process
4. To promote consultancy and joint projects with the identified organizations

**Section B – Alumni Relations**

1. To strengthen ties with Alumni.

**Section C – Articulation**

1. To identify Universities across the globe and explore areas of cooperation between the two universities.

**Section D – Employment rate measurement & Employer Survey**

**Employment rate measurement**



1. To measure the employability of the current SUC graduates.
2. To analyze the market value by specialization and range, of the SUC's Undergraduates (BBA/BS IT) /Graduates (MBA)

#### **Employer survey**

1. To evaluate SUC graduates' employability.
2. To find out the employer's view about the role of SUC in preparing its graduates to meet their needs

#### **Section – E: Executive Development Program (EDP)**

1. To identify corporates seeking trainings in management in the region
2. To develop and conduct programs and course as per the requirement of the corporate clients
3. To provide consultancy to the government, semi-government and private organizations

#### **Section – F: CPD courses (ACCA, IATA, CTH etc)**

1. To plan, coordinate and conduct the CPD courses such as IATA, ACCA, CTH and other short courses

#### **Section – G: Pocket MBA and Boot camp**

2. To conduct pocket MBA and Boot camp programs

#### **Section – H – Outreach**

1. To be member of professional bodies and have agreements with certification agencies.
2. To participate in academic extension and outreach services.
3. To develop an academic partnership with reputed national/international organizations. (In coordination with Articulation committee)
4. To encourage faculty and students to participate in academic and outreach activities

### **1D. By-Laws of the Governing Body**

<b>Policy number</b>	<b>BOAR_POLICY_01</b>
<b>Policy name</b>	By-Laws of the Governing Body
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 1: Governance and Management
<b>Policy owner</b>	SUC
<b>Date of recent modification</b>	18 May 2020
<b>Verified by</b>	VICE CHANCELLOR

#### **A. BOARD OF GOVERNORS**

##### **i. INTRODUCTION**

The Board of Governors is responsible for overseeing the institutional overall performance and determining the Strategic goals, objectives & direction of the institution. The Board is responsible for approving and periodically reviewing the Vision, Mission statements and



Strategic Plan. Herein all persons associated with the institution must faithfully subscribe to the Vision and Mission. The board should insist that alternative strategies and plans be considered and that considerations be given to regional and societal changes that impact the institution. The Board of Governors' mandate is to govern the institution by establishing appropriate governance structures, which enables SUC achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution. The board is also responsible for the appointment of the Executive Council (EC) which includes the convener of the Board of Governors as Chair of the Executive Council (COEC), the Vice Chancellor (VC) and one nominated AAC member.

## ii. GOALS

- a. To establish suitable governance, structures for the University
- b. To ensure SUC achieves its vision, mission and financial stability
- c. To appoint or remove the members of the Executive Council
- d. To appoint or remove board of governing members
- e. To review and approve strategic plans of the institution
- f. To review and approve budgets to facilitate institutional effectiveness and academic excellence
- g. To review the risk management plan and audited financial statements

## iii. ROLES, RESPONSIBILITIES AND AUTHORITY

The Board's powers are to set out the roles and responsibilities statute, the Board is guided by SUC's policies and procedures. The primary responsibilities of the Board are set out below:

### a. VISSION MISSION REVIEW AND APPROVAL

The Executive Council along with the AAC reviews the Vision, Mission, Goals and Objectives of SUC; recommends changes if required which is ultimately presented to Board of members for their review and approval.

### b. APPROVAL OF INSTITUTIONAL POLICIES

Board is responsible for approval of SUC policies and procedures manual including all institutional policies to promote the sound development of the University and welfare of the employee. Boards also approves and monitors the fiscal, legal, and ethical integrity policies.

### c. ORGANIZATION STRUCTURE REVIEW

The Board of Governors shall review and approve any changes in the organizational structure during an academic year.

### d. APPROVAL OF BY LAWS:

The Board of Governors shall review and approve the by laws defined for the Board of Governors. Any changes in Bylaws shall also be reviewed and approved by the Board of Governors.

### e. APPROVAL OF SUBSTANTIVE CHANGES:

Any change in the programs offered, addition of new majors, change of name of the institution, legal status, control of the institution, ownership or merger with any other institution shall be approved by the Board of Governors.





**f. ACADEMIC PROGRAMS:**

It is the responsibility of the board to approve the programs and ensure the educational programs are consistent with quality standards as per SUC's mission thereafter approves new programs or terminates existing programs.

**g. STRATEGIC PLAN APPROVALS:**

The Executive Council along with the committees formulates the Strategic plans and the board assesses and ultimately approves the same. The Chair of the Executive Council is responsible on behalf of the Board to make sure the effective implementation of the Strategic Plan guided by the Vision, Mission, Goals and Objectives including the launching of new processes and new programs of the institution as per strategic plan. The Board shall also approve specific plans of SUC for Community Engagement, Research and Scholarly Activity and Sustainability. The Board shall monitor the progress in the achievement of the strategic plan.

**h. FINANCIAL INFORMATION, SYSTEMS AND INTERNAL CONTROLS:**

The Board has responsibility to appoint the internal and external auditors, approve the annual budgets and major capital expenditures including risk management on the recommendation of the Executive Council and Finance & Audit Committee. The board on the advice of the Audit Committee, asserts that the Finance & Audit Committee has established and is applying appropriate audit, accounting and financial reporting principles; verifies that internal financial, business control and information systems are in place and functioning satisfactorily and reviews and approves the annual audited financial statements and ensure financial results are reported fairly and in accordance with generally accepted auditing standards.

**i. FUND RAISING AUTHORITY:**

The Board authorizes Vice Chancellor to raise sustainable funding for the University by way of budget approval, gifts, bequests, donations, endowments and the like and apply the same in the interest of the University. The Board ensures regular and periodic financial support as a means of sustainable funding for the University;

**j. RISK MANAGEMENT:**

BOG authorizes the Executive Council to form a Risk Management Committee which shall be responsible for establishing and approving processes, procedures and mechanisms by which risks related to health and hygiene along with business risks are identified and ensure that the strategies are developed to manage such risks. The board approves the Risk Management Plan of the institution. The Board has responsibility to understand the key risks in operations and ensure, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks, receive regular reports on the management of material risks to SUC.

Board reviews risks based on the reports of Risk Management Committee. An annual risk assessment review and ensures good management and sound fiscal practices.

**k. MONITORING AND REPORTING:**

The Board of Governors has responsibility to:

1. Direct The Executive Council to develop, implement and maintain a reporting system.
2. Follow systems that accurately measure SUCs performance against the performance expectations set out in its strategic plan.



3. Review annually SUCs' progress toward the objectives set out in the Institutional Accountability Plan, reports submitted to external agencies, revise and alter its direction, keeping in mind the changing environment.
4. Ensure Executive Council published an annual report & Fact Book is published for review by various stakeholders.
5. Reviews and evaluates the Institutional Effectiveness and Feedback reports to ensure appropriate academic standards and quality of provision for students are being maintained

**l. COMMUNICATIONS:**

It is the responsibility of the Board to encourage communication between SUC and its stakeholders and among the AAC, Committees, administration, faculty, staff and students. Board members representing the university at meetings shall give oral reports regarding those meetings at the next regular scheduled board meeting.

**m. RESOURCE MAINTENANCE:**

It is the responsibility of the board unless otherwise delegated to ensure planning and management of physical and academic resources and its maintenance such as major facilities, contracts and campus plans. The board is obligated to protect the assets of SUC.

**n. COMMUNITY ATTITUDE:**

It is the responsibility of the board to reflect community attitude regarding controversial issues and subjects relating to SUC. It shall be the responsibility of the board as a group of individuals, to act as representatives of the SUC's needs and to interpret those needs to the public. As individuals they are expected to support the decisions of the board.

**o. PUBLIC RELATIONS:**

It is the responsibility of the board to assist with the public relations for the development of SUC in the field of higher education, research and employment.

**p. PRESERVATION OF INSTITUTIONAL AUTONOMY:**

The board must see that the greater public interest is served by the institution while simultaneously protecting the institution from outside interference or internal instabilities.

**q. INDEMNIFICATION:**

SUC shall hold each governor free from loss as a result of actions taken by the board of governors.

**r. AWARDING DEGREE:**

Conferral or authorization of the conferral, or qualifications including honorary degrees.

**s. LAST RESORT OF ADDRESSING GRIEVANCE:**

In case of any issue remains unresolved at the EC level or the appellant is dissatisfied with the decision awarded, then the appellant may approach BOG.

**t. ASSURANCE OF STRONG FINANCIAL MANAGEMENT (BUDGET):**

It is the responsibility of the Board of Governors to review and approve the Annual Budgets which are timely prepared and submitted by the Executive Council along with Finance & Audit



Committee. Employees of SUC are not authorized to commit for any Item of expense beyond the budget without prior approval of the Chair of the Executive Council.

**u. FORMATION OF THE EXECUTIVE COUNCIL:**

The Executive Council, heretofore established by resolution of the Board is formed to assist the Board of Governors in carrying on the affairs of SUC in connection with all matters that may be properly referred to it by the Board. The Executive Council consists of COEC, Vice Chancellor and one nominated AAC member by virtue of their positions. COEC is the non-administrative head of the Executive Council who reports to the Chair of BOG on regular basis on the progress of SUC by virtue of the powers vested by the BOG.

**v. DELEGATION OF POWERS TO EXECUTIVE COUNCIL:**

The Board delegates the powers to the Executive Council where the Chair of the Board is responsible to carry out the strategic development of SUC in consultation with the various committees as well as the members of the Executive Council. The day to day operations of SUC rests with the Vice Chancellor of SUC along with other members of the Executive Council as per the assigned roles as per the organization chart. The Chair of the Executive Council is empowered to act on behalf of the Board for quick decision and smooth functioning of SUC. Board directs Executive Council to ensure that SUC operates at all times in a manner consistent with the Code of Conduct and within applicable laws, and to the highest ethical and moral standards.

**w. APPOINTMENT OF THE CHAIR OF THE EXECUTIVE COUNCIL:**

The Chair of the Executive Council(COEC) is appointed upon the recommendation of the Vice Chancellor, COEC is the representative of the Board and holds a non-administrative position in SUC, who is not involved in the day to day operations of SUC. COEC is responsible for representing and acting on the guidelines provided by the Board, and works towards ensuring the implementation of policies, strategies, annual business plan, international exposure, develop governmental and corporate relations, review of various accreditation process, reviews budgets, carry reviews on effectiveness of the following:

1. Presenting to the Board the progress of the Strategic plan, business plan implementation, Budgets, expenditure.
2. The Executive Council Chair ensures that the Vice Chancellor along with the members of Executive Council maintains quality in the academic and administrative units as per set guidelines and also ensures smooth functioning of all departments of SUC and reviews the policy to meet strategic requirements.
3. Works along with the EC, External Advisory Council and AAC in development and review of the various policies, strategies before it is presented to the Board.
4. Reviews Performance and evaluation of the Academic and Administrative units on, semester and yearly basis before presenting to the Board.
5. Appointment of human resources on recommendation by the Vice Chancellor
6. Evaluates Performance of the members of the Executive Council as well as other Human Resources within SUC on the guidelines which are approved by the Board.
7. Supports development of international relations for providing the institution with international exposure and partnerships.
8. Liaising with various government and corporate institutions.



9. Review Learning support services and infrastructure requirement to support the academic needs of SUC and present to the Board for approval.
10. Review Financial progress presented by the Vice Chancellor
11. Receive report of the institutional effectiveness department to make sure all quality parameters are followed and met within the institution.
12. Oversee progress of the accreditation processes.

**x. APPOINTMENT OF THE MEMBERS OF THE EXECUTIVE COUNCIL:**

The members of the Executive Council are appointed by the Board, the members of the Executive Council hold administrative positions as per the organizations chart and are responsible for the day to day operations of SUC:

**1. Vice Chancellor:**

Vice Chancellor is the Chair of AAC and is responsible for all pursuing the vision and mission of SUC and provide leadership to Academic Affairs Council members, faculty members, staff, and students. Vice Chancellor is responsible for operations of SUC to fulfill overall academic & academic support services and to provide conducive learning environment. The Vice Chancellor along with the Head of Academics and Academic Planning Committee shall also oversee and co-ordinate the academic affairs of the SUC, so that stipulated academic and academic support services standards are maintained & monitored as per the institutional goals, policies and procedures. The Vice Chancellor is responsible for the overall management of SUC operations, ensuring integrity within the guidelines of SUC. Vice Chancellor is also responsible for accreditation at the national and international levels.

**2. Nominated AAC member:**

An AAC member shall be nominated by the Vice Chancellor as a member of the Executive Council. This nominated EC member shall become the Vice Chair of AAC by virtue of their position and shall be responsible for supporting the Executive Council in the overall institutional review, recommendation of actions and appropriate decision making. The nominated EC member shall support Vice Chancellor in the overall management of SUC, implementation of overall strategies of the institution and in ensuring integrity within the guidelines of SUC. The nominated EC member also supports VC in maintaining facilitate national and international accreditation standards.

**y. CONDUCT PERFORMANCE EVALUATION:**

The Board is responsible for the evaluation of performance of the Chair of the Executive Council, Members of the Executive Council and the External Advisory Committees.

**a. EMPLOYEE AND STUDENT WELFARE:**

The Board has the responsibility **to** ensure the welfare of employees and students and provide facilities for their wellbeing.

**iv. BY LAWS**

**a. MEMBERSHIP & ELIGIBILITY OF BOARD OF GOVERNORS:**

The affairs of SUC shall be managed by its Board of Governors. Members shall include an appropriate balance of individuals with the range of expertise including academic expertise and professional expertise necessary to guide policies and strategic planning of the institution.



The Board of Governors shall include representative's well-known personalities from the U.A.E business community. Each member is expected to attend at least 50 percent of the meetings. In the event of absenteeism, the chairperson will report the circumstances, and the Board will consider whether there should be a replacement nomination. Board Members are prohibited & are limited to financial dealing with the institution.

**b. APPOINTMENT OF BOARD OF GOVERNORS:**

The Board of governors shall be appointed if a vacancy occurs on the board for any reason, including an increase in the number of governors, shall be filled by individuals nominated by the Board nominations committee and approved by the board of governors. The Board nominations committee shall consist of one of the board members & the Founder Chairman.

**c. TERM OF THE BOARD MEMBER:**

Appointments to the board shall be for a four-year term but may be renewed depending on their contribution.

**d. SIZE AND CONSTITUTION OF BOARD:**

The board consists of two Ex-Officio members (who are the investors- and at least five (5) duly appointed members as the procedure mentioned in the “**Appointment of Board of Governors**” above.

**e. APPOINTMENT OF THE CHAIR OF THE BOARD:**

The Board nominations committee shall nominate the Chair of the Board of Governors amongst the board members. The Chair is not an owner, investor or shareholder and has no other financial interest in the institution. The nomination is then approved by the Board members. The term of the Chair of BOG is generally for a period of four years and may be extended further based on their performance as a Chair of the Board.

**f. DUTIES OF THE CHAIR OF BOARD OF GOVERNORS**

1. To preside over all meetings of the Board.
2. To witness, with the convener, documents authorized by the Board.
3. To appoint the Executive Council & Chair of Executive Council
4. To maintain regular liaison with Executive Council.
5. To approve budget, major changes
6. To be the spokesperson and representative of the Board for any matter dealt with by the Board.
7. To perform such other duties as determined by the Board.

**g. COMPENSATION OF GOVERNORS:**

Governors shall not be paid compensation or fees for their services as governors, except that SUC may pay expenses of attendance at any meeting of the board or any commitment thereof. Nothing contained in this paragraph shall impede any governor from serving SUC in any other capacity and receiving compensation for such other service.

**h. RESIGNATION & REMOVAL:**

A member of the Board of governor shall resign by a written notice to the chair of the board, which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice. The Chair of the Board of Governors can remove any Board of Governor except the Ex-



Officio members at any time with or without cause, by giving a letter of discontinuation from the Board of Governors.

**i. QUORUM FOR MEETING:**

Fifty percent of the Board members shall be present in the meeting if not (less than 50%) then the meeting shall be postponed.

**j. PROXY CONSENT:**

Great value is placed upon participation of every board member in deliberations before the board. Therefore, the use of proxies on behalf of absent governors is expressly prohibited.

**k. TIME, PLACE OF MEETING AND RECORDS:**

The board meets twice in a year. The governors shall hold their meetings, in places within the U.A.E. The Secretary shall maintain the minutes of the meetings in accordance with board direction.

**l. OTHER MODE OF MEETING:**

Members of the board, or of any committee thereof, may participate in a meeting of the board or committee by using a conference telephone or similar communications equipment by means of which all persons participating in the meeting can hear one another. Participation in such meetings shall constitute attendance at the meeting.

**m. SPECIAL MEETINGS:**

Special meetings of the board may be called by the chair of the Board on the written request of not fewer than fifty percent of the governors. At least two days written notice or twenty-four hours personal notice by telephone or fax be provided to each governor. The notice of meeting will specify the purpose of the special meeting.

**n. DELIVERY OF AGENDA:**

The Secretary shall mail or fax a copy of notice of meeting and the Agenda to each member of the board no later than ten working days prior to the date of the meeting.

**o. PERFORMANCE OF THE BOARD:**

The board shall monitor the institutions assessment activity and progress towards meeting institutional goals. Finally, the board will assume the responsibility for assessing its own contribution to the institution and the performance of its duties.

**p. AMENDMENTS TO BY LAWS:**

All by-laws may be amended after notice is given at any meeting of the Board of Governors. The proposed amendment may then be presented at the meeting following such notice of motion and a two thirds majority of the governors present shall be required to pass the amendment. Amendments so made shall be effective when approved by the Board of Governors.



## 1. e. Board Appointments, Term of Office and Replacement

<b>Policy number</b>	<b>BOAR_POLICY_02</b>
<b>Policy name</b>	Board Appointments, Term of Office and Replacement
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 1: Governance and Management
<b>Policy owner</b>	SUC
<b>Date of recent modification</b>	18 May 2020
<b>Verified by</b>	VICE CHANCELLOR

### A. MEMBERSHIP & ELIGIBILITY OF BOARD OF GOVERNORS:

The affairs of SUC shall be managed by its Board of Governors. Members shall include an appropriate balance of individuals with the range of expertise including academic expertise and professional expertise necessary to guide policies and strategic planning of the institution. The Board of Governors shall include representative's well-known personalities from the U.A.E business community. Each member is expected to attend at least 50 percent of the meetings. In the event of absenteeism, the chairperson will report the circumstances, and the Board will consider whether there should be a replacement nomination. Board Members are prohibited & are limited to financial dealing with the institution.

### B. APPOINTMENT OF BOARD OF GOVERNORS:

The Board of governors shall be appointed if a vacancy occurs on the board for any reason, including an increase in the number of governors, shall be filled by individuals nominated by the Board nominations committee and approved by the board of governors. The Board nominations committee shall consist of one of the board members & the Founder Chairman.

### C. TERM OF THE BOARD MEMBER:

Appointments to the board shall be for a four-year term but may be renewed depending on their contribution.

### D. SIZE AND CONSTITUTION OF BOARD:

The board consists of two Ex-Officio members (who are the investors- and at least five (5) duly appointed members as the procedure mentioned in the “**Appointment of Board of Governors**” above.

### E. APPOINTMENT OF THE CHAIR OF THE BOARD:

The Board nominations committee shall nominate the Chair of the Board of Governors amongst the board members. The Chair is not an owner, investor or shareholder and has no other financial interest in the institution. The nomination is then approved by the Board members. The term of the Chair of BOG is generally for a period of four years and may be extended further based on their performance as a Chair of the Board.

### F. COMPENSATION OF GOVERNORS:

Governors shall not be paid compensation or fees for their services as governors, except that SUC may pay expenses of attendance at any meeting of the board or any commitment thereof.



Nothing contained in this paragraph shall impede any governor from serving SUC in any other capacity and receiving compensation for such other service.

**G. RESIGNATION & REMOVAL:**

A member of the Board of governor shall resign by a written notice to the chair of the board, which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice. The Chair of the Board of Governors can remove any Board of Governor except the Ex-Officio members at any time with or without cause, by giving a letter of discontinuation from the Board of Governors.

**1.1. TERMS OF REFERENCE OF EXECUTIVE COUNCIL (EC)**

<b>Policy number</b>	INST_POLICY_01
<b>Policy name</b>	TERMS OF REFERENCE OF EXECUTIVE COUNCIL
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	-
<b>Policy owner</b>	SUC
<b>Date of recent modification</b>	19 JULY 2020
<b>Verified by</b>	VICE CHANCELLOR

**A. FORMATION OF THE EXECUTIVE COUNCIL:**

The Executive Council, heretofore established by resolution of the Board is formed to assist the Board of Governors in carrying on the affairs of SUC in connection with all matters that may be properly referred to it by the Board. The Executive Council consists of Chair of the Executive Council(COEC), Vice Chancellor and one nominated Academic Affairs Council (AAC) member by virtue of their positions.

**B. DELEGATION OF POWERS TO EXECUTIVE COUNCIL:**

The Board delegates the powers to the Executive Council where the Chair of the Board is responsible to carry out the strategic development of SUC in consultation with the various committees as well as the members of the Executive Council. The day to day operations of SUC rests with the Vice Chancellor of SUC along with other members of the Executive Council as per the assigned roles as per the organization chart. The Chair of the Executive Council is empowered to act on behalf of the Board for quick decision and smooth functioning of SUC. Board directs Executive Council to ensure that SUC operates at all times in a manner consistent with the Code of Conduct and within applicable laws, and to the highest ethical and moral standards.

**C. APPOINTMENT AND REMOVAL**

The members of the Executive Council are appointed by the Board as per terms of their appointment mentioned in point D below. The continuation or removal of the chair and members of EC is based on the performance appraisal during the tenure.

**D. TERMS OF APPOINTMENT OF THE MEMBERS OF THE EXECUTIVE COUNCIL:**





The members of the Executive Council are appointed by the Board, the members of the Executive Council hold administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. Following are the members of the EC.

**1. Chair of the Executive Council:**

COEC is appointed by the Board upon the recommendation of Chair of BoG, COEC is the representative of the Board and holds a non-administrative position in SUC, who is not involved in the day to day operations of SUC. COEC is head of the Executive Council who reports to the Chair of BOG on regular basis on the progress of SUC by virtue of the powers vested by the BOG.

**2. Vice Chancellor:**

Vice Chancellor is the member of the EC. VC provides leadership to Academic Affairs Council members, faculty members, staff, and students. Vice Chancellor is responsible for operations of SUC to fulfill overall academic & academic support services and to provide conducive learning environment.

**3. Nominated AAC member:**

An AAC member shall be nominated by the Vice Chancellor as a member of the Executive Council. This nominated EC member shall become the Vice Chair of AAC by virtue of their position and shall be responsible for supporting the Executive Council in the overall institutional review, recommendation of actions and appropriate decision making. The nominated EC member shall support Vice Chancellor in the overall management of SUC.

**E. OVERALL RESPONSIBILITIES OF THE EXECUTIVE COUNCIL:**

EC is responsible for representing and acting on the guidelines provided by the Board, and works towards ensuring the implementation of policies, strategies, annual business plan, international exposure, develop governmental and corporate relations, review of various accreditation process, reviews budgets, carry reviews on effectiveness of the following:

1. Presenting to the Board the progress of the Strategic plan, business plan implementation, Budgets, expenditure.
2. The Executive Council Chair ensures that the Vice Chancellor along with the members of Executive Council maintains quality in the academic and administrative units as per set guidelines and also ensures smooth functioning of all departments of SUC and reviews the policy to meet strategic requirements.
3. Works along with the EC, External Advisory Council and AAC in development and review of the various policies, strategies before it is presented to the Board.
4. Reviews Performance and evaluation of the Academic and Administrative units on, semester and yearly basis before presenting to the Board.
5. Appointment of human resources on recommendation by the Vice Chancellor
6. Evaluates Performance of the members of the Executive Council as well as other Human Resources within SUC on the guidelines which are approved by the Board.
7. Supports development of international relations for providing the institution with international exposure and partnerships.
8. Liaising with various government and corporate institutions.
9. Review Learning support services and infrastructure requirement to support the academic needs of SUC and present to the Board for approval.
10. Review Financial progress presented by the Vice Chancellor
11. Receive report of the institutional effectiveness department to make sure all quality parameters are followed and met within the institution.



12. Oversee progress of the accreditation processes.

**F. CONDUCT PERFORMANCE EVALUATION:**

The Board is responsible for the evaluation of performance of the Members of the Executive Council.

**1.m. TERMS OF REFERENCE OF ACADEMIC AFFAIRS COUNCIL (AAC)**

<b>Policy number</b>	INST_POLICY_02
<b>Policy name</b>	TERMS OF REFERENCE OF EXECUTIVE COUNCIL
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	-
<b>Policy owner</b>	SUC
<b>Date of recent modification</b>	19 JULY 2020
<b>Verified by</b>	VICE CHANCELLOR

**A. FORMATION OF THE ACADEMIC AFFAIRS COUNCIL:**

The members of the Academic Affairs Council are appointed by virtue of their position in the organization. These profiles are nominated based in their dedication, motivation and holds administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. The AAC members are appointed, removed, renewed or terminated by the Chair of the Executive Council on recommendation of the Vice Chancellor. AAC constitutes of Vice Chancellor as Chair of the Council, Dean Students Affair (DSA) as the Vice-Chair of the council, Dean-School of Business, Dean-School of Information Technology, DIRQAOA, Deputy Director-Academic Support Services/Registrar, Director - Marketing and Communication, Deputy Director-Government and Public Relations. If the apt individual is not available inside the organization, in that case recruitment is recommended.

**B. APPOINTMENT & TERM**

The AAC members are appointed by virtue of their positions and therefore the duration of the membership in the council is decided by the duration of holding the position.

**C. DELEGATION OF POWERS TO ACADEMIC AFFAIRS COUNCIL:**

The Academic Affairs Council (AAC) is formed in order to achieve smooth functioning of the institution. This council is responsible for managing the various academic and academic support operations of the University.

The AAC is the operational body which executes all the Academic and Academic Support Service activities of the organization within the framework of policies and procedures laid down by the institution under the guidance of the (Chair) Vice Chancellor. The AAC reports at regular interval the functioning of their respective units to the (Chair) Vice Chancellor and (Vice Chair) DSA. This process becomes an important source of feedback about the operations of the institution.



#### **D. OVERALL RESPONSIBILITIES OF THE ACADEMIC AFFAIRS COUNCIL:**

All operational decisions are taken at AAC level by the Vice Chancellor along with the members which will be implemented during the course of Academic Year. Any strategic issues brought about in this forum will be referred to the Executive Council for guidance and decisions.

Vice Chancellor as the Chair of the Academic Affairs Council, handles all responsibilities pertaining to SUC operations and takes decisions with regards to overall academic and academic support service operations.

Responsibility of AAC includes the following:

1. Planning, implementing and reviewing institutional strategic plan.
2. Planning and monitoring quality control in all aspects of the university's academic progress and related activities.
3. Revise vision, mission and institutional goals & objectives and recommend changes to EC and BoG for approval.
4. Review and approve plans, progress of business plan implementation, Budgets, expenditure.
5. Planning and review of student progression, retention and graduation.
6. Performance evaluation report of academics and administrative units as per policies
7. Review of operations, policies and procedures.
8. Review of departmental policy and s monthly/semester/annually and closing report.
9. To ensure policies and procedures are in line with national and international accreditations and standards.
10. Achievement status of goals of SUC in all the spheres
11. CCL progress and achievement status as per plan
12. Overall satisfaction levels of students, faculty and staff
13. Status of articulation /MOU agreement with various bodies.
14. Review Institutional Development Plans, and Institutional Effectiveness committees
15. Review of proposals for development of Programs and markets
16. Fact book & Annual report of SUC
17. New initiatives in academics and services

#### **E. CONDUCT AAC PERFORMANCE EVALUATION:**

The EC is responsible for the evaluation of performance of the Members of the AAC.



## 1.n. MEETINGS POLICY

<b>Policy number</b>	INST_POLICY_05
<b>Policy name</b>	MEETINGS POLICY
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	NA
<b>Policy owner</b>	OFFICE OF VICE CHANCELLOR
<b>Date of recent modification</b>	1 NOV 2020
<b>Verified by</b>	VICE CHANCELLOR

### A. INTRODUCTION

This policy on meetings has been developed by the office of Vice Chancellor(VC) to have smooth monitoring and control on the progress of all academic and academic support services and closing the loop on related matters. All meeting in SUC should have clear agenda, proper information to attendees, venue and duration of meeting, including ADHOC and emergency meetings and will record Minutes of Meetings, which will serve as the official record for meetings' decisions and actions taken. This policy is intended to assist the VC and EC members, AAC members, and HODs in managing the records of SUC meetings. These Minutes of Meetings (MoM) will help to ensure that decisions and actions taken in the meeting are easily retrievable when needed and will help the SUC for efficient and effective management and compliance.

The Office of Vice Chancellor will keep records of all MoMs and they will also be stored as electronic copies in calendar management system of SUC for reference.

### B. PUROSE

The purpose of this policy is

- i. To have planned schedules of all meetings, except meetings of urgent nature.
- ii. To prepare and maintain records of all meetings and Minutes of the Meetings.
- iii. To facilitate the identification and tracking of actions taken on issues and problems resolved and/or in progress.
- iv. To help in closing the loop.

### C. TYPES AND FREQUENCY OF MEETINGS

- i. BOG MEETING- As per the Bylaws, there shall be at least two (2) regular meetings per annum.
- ii. ADVISORY COUNCIL MEETING- There shall be at least two (2) regular meetings per annum.
- iii. EC MEETING- Shall be held at second Wednesday of every month but may be held at any time in case of urgent circumstances and/or follow up purposes.
- iv. AAC MEETING- Shall be held at first Wednesday of every month but may be held at any time in case of urgent circumstances
- v. ACADEMIC MEETING- There shall be at least one (1) regular meeting monthly meeting.
- vi. ACADEMIC AND ACADMEIC SUPPORT CLUB MEEETING- There shall be at least one (1) regular meeting per semester.
- vii. IE COMMITTEE MEETING- There shall be at least two (2) regular meetings per semester.
- viii. DEPARTEMNTAL MEETING- There shall be at least one (1) regular monthly meeting.
- ix. OPERATIONAL STAFF MEETING- There shall be at least one (1) regular monthly meeting.



- x. There may be other departmental level, sub-committees level and taskforce level meetings, which support the operations of the University.

#### **D. PRINCIPLES AND REGULATORY REQUIREMENT OF MEETING AGENDA AND MOMs**

The primary principle of the MoMs is to record agenda, review, discussion, decisions, and actions taken hence, the minutes will not include only listing of the detailed discussion which transpired.

The following principles will be used.

- i. A proper agenda should be prepared and circulated 3 days prior to the meeting.
- ii. Agenda items should be aligned with the terms of reference of the committee/council.
- iii. Agenda should have the following permanent items:
  - a. Review of previous MoM dated .....
  - b. Matters Arising
  - c. Last item should be AOB
- iv. Authorized person or the assistant to the chair of the committee shall take minutes at all meetings including those that are held in-person and through a conference call or webinar.
- v. The minutes should include the title of the meeting, academic year, date, time, venue and location; the names of those in attendance and absent. The minutes should follow the order of the agenda along with the name of the person who presented the agenda.
- vi. Authorized person or the assistant to the chair of the committee is responsible for entering the minutes in the calendar management system of SUC and the minutes to be available within 2 days after the meeting for the purpose of informing the attendees of the proceedings.
- vii. Minutes will begin with the review of the previous meeting minutes and apprising matters at a subsequent meeting in order to provide attendees with the opportunity to validate the status of the decisions taken. There should be a statement that the minutes of the previous meeting were reviewed and approved and had been distributed.
- viii. All pending and in progress action points should be recorded in the subsequent meetings until it is completed.
- ix. Minutes shall record all actions taken during the meeting, including the full text of all motions or decisions or resolution.
- x. The office of Vice Chancellor will ensure that the approved Minutes of meetings has been stored accurately in the calendar management system for a period of not less than five years.

#### **E. REVIEW AND APPROVAL OF MoMs**

A draft version of the minutes shall be available for the attendees once the minutes are stored in the calendar management system. The draft version shall be clearly marked "DRAFT" and is subject to revision until adoption by the chair of the committee. MoMs will not be considered officially accepted until approved by a simple majority of the attendees and signed by the chair of the committee.

#### **F. ACCESS AND PRIVACY**

Depending on the nature of the meetings, minute records may be public or subject to the information confidentiality classification of confidential or restricted.



Minutes of meeting containing identifiable personal information must be protected from unauthorized access. Confidential and restricted records should be stored according to recommended security measures to protect them from inappropriate disclosure. Access should be provided only on a need to know basis.

Informal notes taken by the attendees to record minutes will not be part of the official record and to be destroyed once the minutes have been approved.

If the proceedings of a meeting are recorded, the recording should not substitute for a written summary of the meeting and should be securely destroyed once the official record has been approved.

## G. PRINCIPLES FOR RECORDING ONLINE MEETING MINUTES

Online meetings and MoM will be handled in the same manner. Minutes and recordings are not available for inspection or copying by unauthorized person.

### 1.f. Policy Development, Review, Control and Dissemination

<b>Policy number</b>	<b>IRQA_POLICY_12</b>
<b>Policy name</b>	Policies Development, Review, Control and Dissemination policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 1: Governance and Management
<b>Policy owner</b>	IRQAOA Department
<b>Date of recent modification</b>	20 May 2020
<b>Verified by</b>	DIRQAOA

## A. INTRODUCTION

The SUC policies are developed and reviewed in coordination with the IRQAOA department by ensuring the policies comply to the latest MOE standards as well as the International Accreditation requirements. This policy development, review and dissemination will normally follow a systematic approach through a continuous improvement cycle. The various stages of the policy development and review process have been detailed below.

## B. DEVELOPING A NEW POLICY

A new policy shall be generally developed whenever there is a need for standardizing practices related to specific institutional operations or there is a need for fulfilling the local or international accreditation requirements. The process which needs to be followed for developing a new policy has been detailed below:

1. Deans and Heads of Department should contact IRQAOA office to seek information on the standards requirements for developing a policy
2. Respective Deans and Heads of department shall develop policies in coordination with AAC members based on the requirements after carefully reviewing the best practices adopted by similar units of reputed academic institutions.
3. The initial draft of the policy is submitted to IRQAOA department for review



4. IRQAOA department reviews the policy and suggests changes if any required in the policy
5. The updated draft is submitted again for IRQAOA department review
6. IRQAOA department reviews and approves the updated draft
7. The policy is then submitted to Vice Chancellor for review
8. Vice chancellor reviews, suggests changes if any and approves the policy
9. The Deans and Heads of department shall present the updated policy in EC & AAC meeting for their review and feedback
10. Any changes suggested during the EC & AAC review meeting shall be incorporated by the concerned Head of department
11. The updated policy is then approved by EC
12. The Vice Chancellor presents the new policies to Board of Governors during the scheduled BOG meeting to seek their feedback and approval.
13. The approved policies are then disseminated and updated in relevant publications

### **C. AMMENDMENT IN EXISTING POLICY**

All policies are reviewed annually for identifying any gaps which may come from the inputs received from various stakeholders or structural changes in the institution or legislative changes. The annual review of policies is coordinated and conducted by IRQAOA Department as part of annual planning.

Sometimes, intermediate amendment in policies may be required to make the policy relevant to current practices adopted by the institution, to integrate any structural changes of the units and to update the policy based on any changes in the MOE and international accreditation requirements. Policy may also be amended if there are major operational constraints in the implementation of the policies which needs immediate attention. However, it needs to be ensured such amendment do not have any legal or serious implications in the compliance of standards required to be followed by the institution.

The process which needs to be followed for amending an existing policy has been detailed below:

1. Deans and Heads of Department should contact IRQAOA Department to seek information on existing policy and standards requirements for updating a policy
2. Respective Deans and Heads of department shall update the Policies in coordination with AAC members based on operational changes, structural changes and changes in MOE & international accreditation standards
3. The revised policy is submitted to IRQAOA department for review
4. IRQAOA department reviews the policy revisions and provides his input for further changes if required
5. The Deans and Heads of department shall update the policy based on IRQAOA review and submit again
6. IRQAOA department reviews and approves the revised policy
7. The policy is then submitted to Vice Chancellor for review
8. Vice chancellor reviews, suggests changes if any and approves the policy
9. The Head of department presents the revised policy in EC & AAC meeting for their review and feedback
10. Any changes suggested during the EC & AAC review meeting shall be incorporated by the concerned Head of department
11. The revised policy is then approved by EC



12. The Vice Chancellor presents the Revised policies to Board of Governors during the scheduled BOG meeting to seek their feedback and approval.
13. The approved policies are then disseminated and updated in in relevant publications

#### D. POLICY CONTROL

All schools and departments should coordinate with the IRQAOA department for new policy development or for amendment in existing policy. A log of all SUC policies is maintained with IRQAOA department which includes details such as policy names, policy numbers, policy version, policy owner, national and international standards if any applicable to this policy and date of recent modification. In order to enables the institution in proper monitoring of all institutional policies. All schools and departments must update the Policy Information Table given in the subsequent section and include the updated table at the beginning of each policy as it.

#### E. POLICY INFORMATION TABLE FORMAT

The policy information should be updated in below format and included at the beginning of all SUC policies.

<b>Policy number</b>	
<b>Policy name</b>	
<b>Policy version</b>	
<b>Standards applicable (MOE / AACSB / ABET / Any other)</b>	
<b>Policy owner</b>	
<b>Date of recent modification</b>	
<b>Verified by</b>	

#### F. POLICY NUMBER FORMAT

Example of policy number: IRQA\_POLICY\_01

The first four letters in the policy number format is the abbreviation used for department which owns the specific policy. It should be followed by the word 'POLICY'. The last two characters indicate the number assigned to specific policy of the department.

#### G. DISSEMINATION

All new and amended policies are disseminated to concerned units after approval by EC for including in their respective policy manual and ensuring its proper implementation.

#### H. POLICY COMPLIANCE AUDIT

The schools and departments needs to document all evidences related to policy implementation. The Quality Audit Committee shall audit the implementation of policies by each department after the closing of every semester by verifying the documents maintained as evidences.





## 1.g. Institutional Planning, and specific plans for Community Engagement, Research and Scholarly Activity and Sustainability

### A. INSTITUTIONAL PLANING

<b>Policy number</b>	<b>IRQA_POLICY_23</b>
<b>Policy name</b>	Institutional Planning
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 1: Governance and Management
<b>Policy owner</b>	IRQAOA
<b>Date of recent modification</b>	20 May 2020
<b>Verified by</b>	H-IRQAOA

#### i. Introduction

The planning activities are aimed at achieving the Vision and Mission of the institution through a well-directed course of action plans drawn from the long term plans. The plans not only provide long term strategic directions but also help Skyline University College (SUC) in foreseeing the opportunities to expand the range of services that it can extend to the stakeholders. In the process SUC develops its capabilities to benefit from the available opportunities, manage risks and sustain in the long run to serve the community.

#### ii. Planning Premise

Board of Governors (BOG) provides the Strategic direction to help SUC cruise through the plan period successfully. The Chair of Executive Council (COEC) along with the Vice Chancellor and DIRQAOA reviews the previous Strategic Plan and provides thrust areas for preparing the new Strategic Plan. The Executive Council also receives inputs from various external and internal stakeholders such as industry practitioners, employers, parents and alumni, faculty, staff and students.

#### iii. Formation of Strategic Planning Committee

Based on the inputs received from the BOG, EC authorizes the Vice Chancellor to initiate the process of preparing the plans. Vice Chancellor in turn delegates the authority to H-IRQAOA to carry out Strategic Planning activities. The Strategic planning committee is headed by Vice Chancellor and includes H-IRQAOA and other members co-opted by the Vice Chancellor for the specific purpose. The various Heads of Department (HOD) are responsible for preparing departmental annual plans under the guidance of Quality Assurance (IR and QA) Department.

#### iv. Strategic Planning Process

- BOG Provides Strategic Directions
- EC adds inputs from review of previous Strategic Plan and market conditions
- Strategic Planning Committee receives inputs from EC and departments for planning
- Strategic Planning Committee prepares plans based on SWOT analysis of the external environment and internal resources



- e. Draft Strategic Plan is forwarded to EC and respective department HODs for review and discussion

Plans	Preparation of Plans	Preparation frequency	Revisit/Review frequency	Timeline	Responsible to implement	Persons responsible to amend	Approval Authority
Strategic Plan	Strategic Plan Committee	Once in 5 years	Yearly	June	Vice Chancellor	EC	BOG
Annual Departmental plan	Heads of Department	Yearly	Semester wise	April to June	Heads of Department	Vice Chancellor	EC
Semester Plan	Heads of Department	Semester	Monthly	December, April, July	Heads of Department	Vice Chancellor	EC

## B. SPECIFIC PLANS FOR COMMUNITY ENGAGEMENT, RESEARCH AND SCHOLARLY ACTIVITY AND SUSTAINABILITY

<b>Policy number</b>	<b>INST_POLICY_03</b>
<b>Policy name</b>	Specific plans for Community Engagement, Research and Scholarly Activity and Sustainability
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 1: Governance and Management
<b>Policy owner</b>	SUC
<b>Date of recent modification</b>	20 May 2020
<b>Verified by</b>	VICE CHANCELLOR

### i. COMMUNITY ENGAGEMENT INITIATIVES PLANNED FOR AY 2020-21

SUC is also envisions to serve the community to various activities that encourages faculty and students to be active participants in serving the community. To inculcate the habit of engaging in lifelong community services, SUC provides the opportunity to stakeholders through the activities of services committee. The Strategic component for AY 2019-20 is given below:

Description	AY 2020-21
<b>Theme</b>	UN sustainable growth for UAE (Awareness on Combat HIV/AIDS, malaria and other diseases)
<b>New Initiatives</b>	Caring for labors



<b>Branding</b>	MOU with one government and three corporate
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**ii. RESEARCH COMMITTEE INITIATIVES PLANNED FOR AY 2020-21**

SUC encourages its faculty members to engage in quality research activities so as to enable the faculty members to incorporate research based teaching methodologies and inculcate research orientation among the students. The strategy is aimed at meeting the SUC benchmark and also to attain international benchmarks. The Strategic Component School of Business and School of IT for AY 2020-21 is given below:

<b>School of Business</b>	
<b>Component</b>	<b>Planned activities for AY 20-21</b>
<b>Research Publications</b>	ABDC A Category (SCOPUS Q1): 10% ABDC B category (SCOPUS Q2): 30% of faculty member ABDC C category(SCOPUS Q3/Q4): 60% of faculty member
<b>Refereed Conferences</b>	25% of faculty will attend and present papers in renowned conferences in their respective specialization
<b>Case Studies</b>	25% of faculty members will publish case study One case study book in a specific area based on regional cases
<b>Other scholarly activity</b>	Member in Editorial Board, Reviewer in Journal, Book Chapter
<b>Editorial Board Membership</b>	15% of faculty
<b>Dissertation Guidance Experience</b>	30% of faculty
<b>External research income</b>	AED 500,000
<b>Post Graduate Student Publishes in Scopus</b>	1

<b>School of IT</b>	
<b>Component</b>	<b>Planned activities for AY 20-21</b>
<b>Patents /Inventions</b>	1
<b>Industry projects</b>	2
<b>Research and Article</b>	2 per faculty
<b>Industry Workshops</b>	4



### iii. SUSTAINABILITY INITIATIVES

SUC incorporates sustainable practices at the program level, University College operations, Community engagement and faculty members research

#### a. Program level - MBA Emphasis in Sustainable Development

SUC conducts MBA emphasis in Sustainable development which enables students to understand the elements of sustainable development and equips the students to develop and evaluate strategies for managing natural resources and sustainable economic development.

#### b. Research in the areas of Sustainable development

SUC encourages faculty members to carry out research in the areas of Sustainable development and contribute to the body of knowledge in the field of Sustainability.

#### c. Community awareness program on sustainability

SUC organizes the event of World Water day annually in cooperation with government and non- government agencies to create awareness about conservation of water resources during the United Nation’s World Water Day.

#### d. Sustainability in University college operations

SUC creates awareness among the users about the optimum use of resources such as water and electricity consumption by sending awareness emails at regular intervals. It also uses environmental friendly and low water consumption sprinklers to reduce wastage of water resources. All employees are encouraged to turn off lights and switching off all equipment, tools and electrical appliances, including the computers and printers, before leaving the premises after their work.

## 1. h. Risk Management

<b>Policy number</b>	<b>INST_POLICY_04</b>
<b>Policy name</b>	Risk Management Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 1: Governance and Management
<b>Policy owner</b>	RISK MANAGEMENT COMMITTEE
<b>Date of recent modification</b>	18 May 2020
<b>Verified by</b>	H-IRQAOA

### A. INTRODUCTION

As an educational institution SUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University’s strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such



risks SUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

## B. RISK STATEMENT

SUC believes that risk management is fundamental to a progressive management practice and is a means to ensure good governance and smooth operations at all levels keeping the risks under control. This enables the University to achieve its strategic objectives. Risk management policy is useful in identifying the risks, its likelihood and impact and based on the evaluated risk, necessary preventive and corrective measures are initiated.

## C. PURPOSE

Risk management policy of SUC is a formal commitment to manage risks. The aim of the policy is to minimize a risk to the people, process, premises, infrastructure and risks from the environment. In this direction efforts to minimize risks and safeguard the interests of stakeholder's is kept in mind.

*Please refer "RISK MANAGEMENT MANUAL POLICY & PROCEDURE MANUAL" for details of this policy*

### 1. i. Multiple Campus Coordination Policy.

*Not applicable for SUC*

### 1. j. Campuses of UAE Institutions in Other Countries.

*Not applicable for SUC*

### 1. k. Branch Campuses of Foreign Institutions.

*Not applicable for SUC*

## MOE STANDARD 2. QUALITY ASSURANCE

### 2a. Quality Assurance/Institutional Effectiveness

<b>Policy number</b>	<b>IRQA_POLICY_10</b>
<b>Policy name</b>	Quality Assurance Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 2: Quality Assurance
<b>Policy owner</b>	IRQAOA
<b>Date of recent modification</b>	6 April 2020
<b>Verified by</b>	IRQA_POLICY_10

#### I. INTRODUCTION

Quality Assurance refers to the process of evaluating/assessing the extent to which the individual or unit is delivering on its potentials to achieve excellence and efficiency in services provided by the institution.

#### II. POLICY STATEMENT



IRQAOA department envisions meeting the Vision and Mission of SUC by designing & developing quality standards in Academic & Academic Support Services and benchmarking with the best practices in quality education.

### III. OBJECTIVES:

- A. To keep all employees informed about the institution's approach to quality
- B. To ensure an appropriate quality assurance system including a set of policies, processes and performance indicators is in place to realize the vision and mission of the University
- C. To ensure appropriate structures are in place to monitor and review the effectiveness of such policies
- D. To ensure timely coordination and orientation on the system in order to attain maximum effectiveness.
- E. To continuously monitor the quality of service delivered by academic and academic support units through evaluation of the quality assurance system

### IV. QUALITY ASSURANCE POLICIES AND PROCEDURES

An overarching policy document, requires all policy proposals to conform to a standard framework. This ensures essential information is consistently provided and is available to all those affected by the policy. Essential information includes when the policy was introduced, what it aims to achieve, and who has responsibility for its implementation and review. Proposals for new academic programs are initiated by concerned schools which after approval by the Executive Council is submitted to the Ministry of Education.

The IRQAOA department ensures the institution provides effective and efficient educational services to its students through various development and review process as detailed below:

#### i. STRATEGIC PLAN

The IRQAOA Department has a major role in developing Institutional Strategic plan for five years in line with the institutional plan with a purpose to accomplish the institutional planning directions on a long term basis and to assist various departments in their annual planning. The strategic plan focuses largely on generating and allocating resources for a 5-year period to achieve its strategic period goals and objectives. The IRQAOA Department initiates the process of strategic plan by reviewing the status of previous Strategic Plan and gather information from various stakeholders, competitors and general business environment in the country and region so as to evaluate the growth and sustainability of SUC in the long run.

#### ii. OPERATIONAL PLANNING

Operational plans are drawn from the strategic plans and its focus remains on achieving the strategic plan on semester basis cumulating into annual plan achievements. Operational plan mainly comprises of annual plans and semester plans which are aimed at carrying out the operations to achieve the strategic goals and objectives.

#### iii. Annual Planning

IRQAOA department coordinates with various departments and committees to plan for the upcoming academic year by providing them the necessary guidelines. The departmental planning activities include goal setting, review of goals and objectives, setting KPIs and Benchmarks, review of policy and procedures, review of forms, letters, calendar of annual activities, annual Budget requirement, etc.



#### **iv. IE MANUAL**

The Institutional Effectiveness system facilitates SUC in assessing all its programs, courses, processes and services through various assessment tools. The Institutional Effectiveness manual includes details of each assessment tool used in the process of measuring the Institutional Effectiveness System. The manual provides information on the process and instruments used for measuring the effectiveness of each tool and type of evidence which is required to be collected & analyzed. The manual also includes the steps detailing dissemination of the results of assessment, including what will be disseminated and to whom.

#### **v. FEEDBACK**

Feedback is an essential component of understanding the organizational performance on various parameters. The feedback helps in initiating corrective actions and preventing such issues arising in future. This process of gathering information and evaluating the feedback is carried out by IRQAOA Department.

#### **vi. LEARNING OUTCOMES AND EXAMINATION ANALYSIS**

Performance of Course learning outcomes are measured based on the predefined Learning outcomes matrix which clearly indicates the distribution of total assessment weights according to specific Learning outcomes. The distribution may vary based on the level of the course nature of assessment tools and the level of learning outcome. The criteria to measure the achievement of learning outcomes is mentioned below for Under Graduate and graduate level programs:

- i. 70% of the students achieving at least 70% in each learning outcomes at UG level courses
- ii. 80% of the students achieving at least 80% in each learning outcomes at Graduate level courses.

#### **vii. COURSE FILE AND COURSE REPORT REVIEW**

Faculty members submit their course file at the end of each semester to respective Dean's office/Head of General Education as per the Annex 16 of MOE-CAA December 2019 standards. The course file contains the syllabus, teaching material, assessment tools, marking guidelines and rubrics, sample of students answer scripts, students' attendance data, course report, quantitative analysis of student performance, summary of student feedback, instructor's proposals for any course improvements, summary of actions taken to improve the course. Course file also provide evidences related to the delivery of the course in a particular semester. Course file needs to be submitted in hard as well as soft copy format. The course file evaluation is carried out by H-IRQAOA along with course file evaluation committee

The course report submitted along with the course file provides valuable inputs for improving the future conduct of the courses. The course reports suggestions on core text, learning outcomes changes and assessment methodology changes are reviewed during the program revisit/program review process.



**viii. DISSEMINATION OF SUGGESTION & RECOMMENDATION OF FEEDBACK AND IE REPORTS**

It is the responsibility of the Quality Assurance Unit to disseminate the actions to be taken as per EC suggestions and recommendations to concerned IE committee Chairs as per IE calendar. The suggestions or recommendations with time frame should be carefully reviewed by IE Committee Chair and their implementation plan should be prepared & submitted to the IRQAOA department along with the resource requirement including financial budgets. All budgets should be duly approved by the Vice Chancellor.

**ix. FOLLOW-UP ON IMPLEMENTATION OF SUGGESTION & RECOMMENDATION OF FEEDBACK AND IE REPORTS**

The IRQAOA department schedules meeting with the concerned IE committees as per the implementation plan submitted by them so as to follow-up on the status of implementation. The status report is then forwarded to the Vice Chancellor who will then take decision of either acceptance or further extension of timeframe for completion of pending actions if any. It is the responsibility of the Vice Chancellor's Office to ensure that all the recommendations and suggestions are implemented by the concerned IE committees and report the implementation status to the Vice Chancellor. Vice Chancellor places the report in the EC for further suggestions on corrective actions.

**x. REVIEW OF INSTITUTIONAL AND DEPARTMENTAL GOALS, OBJECTIVES, KPIS AND BENCHMARK**

**a. Institutional**

The institutional goals and objectives are annually reviewed and updated by the Quality Assurance Unit based on the overall changes in the institution with respect to addition of academic programs, services provided by the institution and additional activities undertaken. The updated goals and objectives are reviewed and approved by the Executive Council. Approved goals and objectives are disseminated to departments along with the vision and mission of SUC.

**b. Program goals and objectives**

The Quality Assurance Unit, reviews Program Goals & Objectives on an annual basis through direct & indirect measurements and disseminates the output to the Vice Chancellor for his review and presentation to the EC for necessary approvals and necessary actions post approvals.

**c. Academic Affairs Council**

The Quality Assurance Unit coordinates with Academic Affairs Council for updating their goal and objectives upon receiving the directions from the Vice Chancellor. The updated document is presented and discussed with the Vice Chancellor and necessary changes are made after receiving their inputs. The final document is then sent to the Office of Vice Chancellor for approval.

**d. Committees**

The Quality Assurance Unit coordinates with Committees for updating their goal and objectives upon receiving the directions from the Vice Chancellor. The updated document is presented and discussed with the Vice Chancellor and necessary changes are made after receiving their inputs. The final document is then sent to the Office of Vice Chancellor for approval.





**e. Departmental**

Each Head of department will update goals & objectives of their department and set the KPIs and benchmark for each objective after a thorough review of various activities undertaken by their department and sends it for the review by Quality Assurance Unit. Once reviewed by the QA Unit, the document is submitted to the Executive Council for final review and approval.

**V. EVALUATION OF INSTITUTIONAL RESEARCH & QUALITY ASSURANCE DEPARTMENT**

**A. Introduction**

IR and QA unit is responsible for planning, monitoring and evaluating the academic and academic Support services through its Institutional Effectiveness (IE) system. IR and QA department will be evaluated at regular intervals and feedback is provided for improvement.

**Evaluation**

A three-member committee comprising of an AAC member, a faculty member and a staff member to be formed by the Vice Chancellor for evaluation of IR and QA at the end of the fall and spring semester of every academic year and review of the evaluation shall be discussed with IR and QA department for necessary improvements. The tenure of the members of the committee will be of two years.

**B. Evaluation Criteria**

- i. IRQAOA performance with respect to the departmental objectives and KPIs
- ii. Appropriateness of assessment tools and surveys used by IR and QA and its
- iii. Validity and reliability
- iv. Result of qualitative improvements with respect to the programs, courses and academic support services
- v. Maintenance of SUC policy and procedures in line with the CAA standards
- vi. Accuracy of analysis, evaluation and reporting

**C. POLICY REVIEW:**

The Institutional Effectiveness Committee reviews the effectiveness of the Quality Assurance Policy every year and recommends any revisions in the policy if deemed necessary. The recommendations are submitted to the Executive Council during the Institutional Effectiveness Closing review meeting. If recommended revisions are approved, a copy of the revised policy is disseminated to all stakeholders and updated in relevant public disclosure documents.

*Please refer "IRQAOA POLICES & PROCEDURES MANUAL" for details of this policy*



## MOE STANDARD 3. THE EDUCATIONAL PROGRAM

### 3.a Program Planning and Development

<b>Policy number</b>	<b>ACAD_POLICY_01</b>
<b>Policy name</b>	Program Planning and Development Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ACADEMICS
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	DEAN-SCHOOL OF BUSINESS AND DEAN-SCHOOL OF IT

The program planning and development policy outlines the process for assessing the need for new program through conducting a market analysis and preparing the feasibility study along with the Financial Analysis and Timed Action Plan for program development. This policy ensure that the proposed programs are consistent with the strategic plan of SUC, proposed enrolment projections of the new program. This includes identification of required facilities, human and non-human resource requirements along with short and long term budgets. inputs are taken from prospective employers in framing the learning out comes, preparing program structure and details of benchmarking of the program.

#### A. COMMITTEE RESPONSIBLE FOR IMPLEMENTATION OF POLICY

The Academic Planning and Operations Committee which is one of the standing committees formed under the Institutional Effectiveness Committee is responsible for the implementation of this policy. The Committee is chaired by the Vice Chancellor and comprises of Deans from both schools and Head of General Education. If required, Dean of Schools may recommend faculty or staff members, subject experts, industry experts to the Vice Chancellor for performing specific tasks related to Program planning and development.

#### B. RESPONSIBILITY OF THE COMMITTEE

The main responsibility of the committee is to look into the need for new program in the school as per the future requirements of the industry and as per the emerging trends in the respective field across the globe and prepare the complete plan and submit the report.

#### C. PROCESS FLOW

The committee does a proper market analysis and looks at the competing programs in the region and the globe and then propose a new program for which a detailed feasibility study to be done which will include the need for the program. The committee has to prepare detailed financial analysis and come out with a timed action plan with proper timelines from the time of initial application through semester/years of the program completion.

#### STEPS:

- a. Appointment of program planning and development committee by VC
- b. Market analysis for the need and future of the program
- c. Benchmarking of the program with other similar program at national/international level
- d. Take inputs from Prospective employers
- e. Preparation of the full curriculum



- f. Analysis of competing programs and projections of resource requirements
- g. Preparation of Feasibility study
- h. Preparation of detailed financial analysis
- i. Timed Action Plan
- j. The committee will submit the report for IRQAOA department review to ensure compliance with CAA standards and send for VC review
- k. Present the same to AAC & EC
- l. Approval from BOG

### 3.b Program Specifications

<b>Policy number</b>	<b>ACAD_POLICY_02</b>
<b>Policy name</b>	Program Specifications Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ACADEMICS
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	DEAN-SCHOOL OF BUSINESS AND DEAN=SCHOOL OF IT

The purpose of this policy is to ensure that program specification document is prepared which can be used as a source of information by employers, students and all stakeholders. The program specifications to be reviewed as and when there are changes in the CAA guidelines and when the program review is carried out as per policy of SUC i.e. once in five years. The program specifications should include program title, program, code, authoring team, date of document prepared, dates of initial accreditation, subsequent renewal of accreditation, education aims of the program, learning outcomes, completion requirements, criteria for admission, assessment plan for program and indicators of quality and standards. For new programs, the committee will work on from the inputs and report prepared by Program Planning & Development Committee.

#### A. COMMITTEE RESPONSIBLE FOR IMPLEMENTATION OF POLICY

The Academic Planning and Operations Committee which is one of the standing committees formed under the Institutional Effectiveness Committee is responsible for the implementation of this policy. The Committee is chaired by the Vice Chancellor and comprises of Deans from both schools and Head of General Education. If required, Dean of Schools may recommend faculty or staff members, subject experts, industry experts to the Vice Chancellor for performing specific tasks related to Program specifications.



## B. RESPONSIBILITY OF THE COMMITTEE

The main responsibility of the committee is to prepare program specifications which will include Program title, program code, authoring team, date document prepared, dates of initial accreditation of the program and, where appropriate, subsequent renewal of accreditation of the program, dates of international accreditation and subsequent renewal of accreditation if applicable, academic unit delivering the program, in case of interdisciplinary or jointly offered programs the academic unit primary responsible for the program, delivery modes, educational aims of the program, program learning outcomes, completion requirements, support for students and their learning, criteria for admission, facilities including laboratories, studios or other specialist resources supporting the program, methods for evaluating and improving the quality and standards of teaching and learning, assessment plans for program learning outcomes, indicator of quality and standards, program matrices or schematic showing: the schedule of delivery, program learning outcomes mapped to course learning outcomes; program learning outcomes and SUC graduate attributes mapped to descriptors of the QF Emirates for the appropriate program level; teaching and learning methods; assessment methods, etc.

## C. PROCESS FLOW

The program review committee will carry out the program review process by collecting inputs from all the stakeholders and then revise/update the program specifications as per CAA guidelines

### **STEPS:**

- m. The Dean of the respective school in consultation with the VC will appoint a program review committee to carry out the program review.
- n. For new program, this committee will take all the details prepared by the program planning and development committee to prepare the program specifications
- o. The committee prepares the program specification and presents to the faculty members of the schools in their academic meeting
- p. After the approval in the academic meeting, it will be presented in AAC
- q. After AAC approval the it will be presented to EC for approval
- r. After EC approval it will be presented to BOG for approval
- s. After BOG approval the same is submitted to VC office
- t. VC's office in coordination with IR & QA office will disseminate the same to all the stakeholders and ensure it is available for reference



### 3.c Undergraduate Completion Requirements

<b>Policy number</b>	ADMN_POLICY_01
<b>Policy name</b>	Undergraduate Completion Requirements
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	Administration
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

A Student will be awarded the Bachelor’s Degree upon fulfilling the following requirements:

- i. Students are required to fill the graduation application along with fee as applicable.
- ii. The successful completion of 120 credit hours
- iii. The number of credit hours as specified in the field of major
- iv. Achievement of CGPA not less than 2.00 in the following:
  - a. Overall 120 credits earned
  - b. Major Courses
  - c. Capstone course [C Grade]
- v. Recommended for graduation by Graduation Board

#### A. GRADUATION HONORS

Upon meeting the Undergraduate Program graduation requirements, students who have attained academic excellence will be awarded certificate of honors to recognize their academic excellence. To be eligible for these honors, a student must have a Cumulative Grade Point Average (CGPA) on credits earned at SUC program as per following:

Cum Laude	An average of 3.50 – 3.69
Magna Cum Laude	An average of 3.70 – 3.89
Summa Cum Laude	An average of 3.9 or higher

#### B. GRADUATION BOARD

The Graduation Board consists of Vice Chancellor, DIRQAOA, Dean of respective Schools, Registrar and concerned faculty. The Board confirms the graduation award to the students who have successfully met the graduation requirements. Upon the approval of the Board, the students will be awarded certificate of graduation and are also placed in the list of graduation honors and the Dean’s List. The Graduation Board also confirms the final Toppers list and Graduate Honors List.

#### C. PROCEDURE:

- a. Step 1: Graduating students file to be prepared by Administration which includes the following:
  1. Copy of attested high school / O level certificate
  2. Copy of TOEFL / IELTS / PET Academic/ Cambridge
  3. Copy of the transcripts
  4. Copy of TOC confirmation
  5. Final Statement of Account
  6. Candidacy sheet containing clearance from all departments
  7. Graduation Application form



- b.** Step 2: Graduation Board will verify the following components are met:
  - 1. Entry requirements
  - 2. Academic requirements
  - 3. Graduation Requirements
  - 4. Financial Requirements
  - 5. Departmental clearance
  - 6. Signing on certificates
  
- c.** Step 3: Certificate Preparation process
  - a. Place chips on the Degree and hologram on the transcript
  - b. Sort the degrees major-wise
  - c. Academic excellence letter is placed in the folder
  - d. Toppers list /scholarship letter if applicable is placed in the folder
  - e. Medals are placed in the graduation kit as per graduation honors list



### 3.d Graduate Completion Requirements

<b>Policy number</b>	<b>ADMN_POLICY_02</b>
<b>Policy name</b>	Graduate Completion Requirements
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	Administration
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

A Student will be awarded the Master Degree upon fulfilling the following requirements:

- a. Students are required to fill the graduation application along with fee as applicable.
- b. The successful completion of 36 credit hours
- c. The number of credit hours as specified in the field of major
- d. Achievement of CGPA not less than 3.00 in the following:
  1. Overall 36 credits earned
  2. Emphasis Courses
  3. Capstone course [B Grade]
- e. Recommended for graduation by Graduation Board

#### A. GRADUATION HONORS

Upon meeting the MBA Program graduation requirements, students who have attained academic excellence will be awarded certificate of honors to recognize their academic excellence. To be eligible for these honors, a student must have a Cumulative Grade Point Average (CGPA) on credits earned at SUC program as per following:

<b>Cum Laude</b>	<b>An average of 3.70 – 3.79</b>
<b>Magna Cum Laude</b>	An average of 3.80 – 3.89
<b>Summa Cum Laude</b>	An average of 3.9 or higher

#### B. GRADUATION BOARD

The Graduation Board consists of Vice Chancellor, DIRQAOA, DEAN, DYASS & Registrar and concerned faculty. The Board confirms the graduation award to the students who have successfully met the graduation requirements. Upon the approval of the Board, the students will be awarded certificate of graduation and are also placed in the list of graduation honors and the Dean’s List. The Graduation Board also confirms the final Toppers list and Graduate Honors List.

#### C. PROCEDURE:

- a. Step 1: Graduating students file to be prepared by Administration which includes the following:
  1. Copy of attested Graduate level certificate or Equivalency if required
  2. Copy of TOEFL / IELTS / PET Academic/ Cambridge
  3. Copy of the transcripts
  4. Copy of TOC confirmation



5. Final Statement of Account
  6. Candidacy sheet containing clearance from all departments
  7. Graduation Application form
- b. Step 2: Graduation Board will verify the following components are met:
1. Entry requirements
  2. Academic requirements
  3. Graduation Requirements
  4. Financial Requirements
  5. Departmental clearance
  6. Signing on certificates
- c. Step 3: Certificate Preparation process
1. Place chips on the Degree and hologram on the transcript
  2. Sort the degrees Emphasis-wise
  3. Academic excellence letter is placed in the folder
  4. Toppers list /scholarship letter if applicable is placed in the folder
  5. Medals are placed in the graduation kit as per graduation honors list

### 3.e. Course Substitution

<b>Policy number</b>	<b>ACAD_POLICY_03</b>
<b>Policy name</b>	Course Substitution Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ACADEMICS
<b>Date of recent modification</b>	11 MAY 2020
<b>Verified by</b>	DEAN-SCHOOL OF BUSINESS AND DEAN-SCHOOL OF IT

Student have to select electives during their program. Elective courses and major courses are offered to students depending on the interest of the students. The entire class is expected to select the electives as per their choice and the elective which has been selected by the students as per the class size policy will be offered. If there are no minimum number of students for an elective course or major course the students should select the elective or major course which are being offered as per the class size policy. In extreme cases and based on the approval from the Dean of Student affairs/Dean of the respective school only one course at undergraduate level may be given to students under self-study mode where a faculty member will be allotted and there will be a minimum of eight one-to-one interactions of one hour in the faculty office to discuss the course and carry out the assessments. Course under self-study mode, must have course syllabus (Course Delivery Package), a minimum of three assessments and close monitoring by the assigned faculty during conduct of the course.

i. COMMITTEE RESPONSIBLE FOR IMPLEMENTATION OF POLICY

The Academic Planning and Operations Committee which is one of the standing committees formed under the Institutional Effectiveness Committee is responsible for the implementation of this policy. The Committee is chaired by the Vice Chancellor and comprises of Deans from both schools and Head of General Education. If required, Dean of Schools may recommend faculty or staff members to the Vice Chancellor for performing specific tasks related to Program specifications.





ii. PROCESS FLOW

After students of a class select their elective, administration department will prepare its schedule accordingly.

**STEPS:**

- a. Dean or senior faculty member will give a presentation to students on the various electives available in the program
- b. The students are given one-week time to finalize their electives
- c. After students finalize the electives, it will be offered as per the class size policy
- d. Students cannot change their electives once finalized
- e. Class size policy will be followed and under exceptions more electives can be offered if students are interested in other electives

**3.f. Joint Degree Programs (for Undergraduate Program)**

<b>Policy number</b>	<b>ADMN_POLICY_03</b>
<b>Policy name</b>	Joint Degree Policy for Undergraduate Program
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	Administration
<b>Date of recent modification</b>	12 December 2019
<b>Verified by</b>	DYASS & Registrar

In SUC joint degree program students study at two or more institutions, and upon completion of the program receive a single degree certificate issued by all the participating institutions. A joint degree program is a program that is designed and delivered in conjunction with one or more partner institutions. The partner(s) may or may not be based in the UAE. Typically, a joint degree program will be established to access the partner institution’s specialized knowledge and experience.

When delivering a joint program institutions are required to:

- a. Each institution in the partnership is recognized and/or accredited as a HEI in the higher education system in which they operate;
- b. Institutions offering programs jointly with other institutions based outside the UAE assume primary responsibility for the programs’ compliance with the SPA, while also meeting the requirements of the partner institutions;
- c. Each partner HEI should be legally allowed to offer the joint program, even if the joint degree is to be awarded by a partner;
- d. The joint program is offered in accordance with the legal frameworks of the relevant (sub) national higher education systems involved in the partnership;
- e. Demonstrate that faculty of partner institutions teaching in joint degree programs have the experience and qualifications as required by the SPA;
- f. Not more than fifty percent (50%) of the program curriculum to be delivered by the partner institution;



- g. If the courses offered by the partner institution are delivered through e-learning or distance teaching, an appropriate portion of each course is delivered face-to-face by a qualified faculty member;
- h. A *Quality Assurance Manual*, or a section within a *Manual*, that clearly describes how all quality assurance activities are integrated into a single system to continually appraise and improve the institution as a whole, and specifically any joint programs;
- i. Faculty of the partner institution are involved in program development and evaluation, utilizing both formal and informal mechanisms to gain information to evaluate the program;
- j. Students visiting a partner institution, as part of the joint degree program, are afforded the same learning experience and safeguards as detailed in the *SPA*;
- k. Visiting faculty from main campuses and partner institutions are available for an adequate period of time on campus to facilitate an appropriate level of interaction with students outside of the classroom;
- l. The joint degree is awarded in accordance with the legal frameworks governing the awarding institutions, and is recognized as a joint degree in the higher education systems of the awarding institutions.

### 3.g. E-LEARNING

<b>Policy number</b>	<b>ACAD_POLICY_04</b>
<b>Policy name</b>	Contingency Distance Learning (E-Learning) Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	DEAN-SOB , DEAN-SOIT & REGISTRAR
<b>Date of recent modification</b>	August 25, 2020
<b>Verified by</b>	IRQAOA

#### A. INTRODUCTION

This policy has a pretext to the Contingency Distance Education Policy formed due to COVID-19 pandemic in March 2020. The initial Contingency Distance Education Policy is updated in the perspective of E-Learning policy, taking essence from annexure-15 of CAA-2019 standards, foreseeing the situation might get extend beyond academic year 2019-20, to ensure smooth functioning of the University. This policy broadly covers e-learning related issues with students, academic staff (faculty members) and academic support departments/ services. The policy will be reviewed at the beginning of the semester and on the guidelines of government authorities for any update or roll back to normal operations.

#### B. BACKGROUND

In view of the Corona virus (COVID-19) outbreak and subsequent directives of Ministry of Education to the academic institutions to plan for 2020 Spring semester break for students and faculty, as well as for conduct of classes and assessment online to complete the spring 2020 semester. Foreseeing the seriousness of the pandemic and following directives of MoE, UAE, Vice Chancellor of SUC formed a task force on March 3, 2020, including Deans of the Schools, Head of Institutional Research, Quality Assurance, & Outreach and accreditation, and Head of Computing department, chaired by the Dean-School of IT to find various sources/ platforms and suggest a suitable one which can be integrated with our Learning Management System for online teaching and examination. The task force was asked to submit their recommendations



within a week to the Vice Chancellor including the details of all resources, training, updates and changes required for conducting online classes and preparation for examinations later. Based on the recommendation of task force a contingency distance policy was prepared for completion of the semester. Since the pandemic continued and it is expected that Fall-2020 semester also may be continued in the online learning mode, the current contingency distance learning policy is reviewed and updated.

### C. PURPOSE AND OBJECTIVES

The purpose of this policy of SUC, is the use of information and communication technologies to impart education synchronously, provide collaboration between the students and faculties, share educational resources, and to provide a digital framework to provision support and administrative services. Objectives of the policy are;

1. To achieve the Learning Outcomes using synchronous digital communication, thus enabling classroom experience at distance.
2. To enable a single unified digital collaboration interface that enhances educational experiences amongst students, faculties, and industry experts.
3. To provide a unified communication platform to enable digital support transactions between students and administrative support services.

### D. OPERATIONAL STRUCTURE

The task force comprised of Deans of School of Business and Information Technology, Dean of Student Affairs, Head of Institutional Research, Quality Assurance, Outreach and Accreditation, Head of Computing, Head of Library and the Registrar, chaired by the Dean-School of IT. The task force directly reports to the Vice-Chancellor of the University. This task force is mandated to develop and manage Contingency Distance Learning(E-Learning) policy efficiently and effectively utilizing separate budget and resources. The task force will oversee the operation aspects of the policies and the members of the task force will ensure continuous monitoring of their respective work allocations.

### E. BUDGET

The E-Learning Committee reviews the requirements and propose the long term and short term budget for an academic year to fulfill those requirements. This budget for e-learning generally covers expected expenses on ICT related hardware and software, outsourcing, training and human resources, procurement of e-resources etc. The proposed budget is sent to Finance Department. The budget is then reviewed by Finance department and amendments made if required in consultation with the committee. Finance department presents this budget of e-learning to the Executive Council(EC). EC reviews and approves the budget after reviewing the long-term and short-term requirements. A separate e-learning budget is prepared for the academic year 2020-21.

### F. E-LIBRARY

Facing pandemic situation, online classes and social distancing, access to the library was the most crucial aspect in the learning process. The committee has specified the means and methods through which the tradition library can be accessed through e-Learning mode using LMS Portal.

The e-Library has been reengineered to provide an access to all research subscriptions, e-books, My Lab resources, using secured Learning Management System. In addition, Library's separate channel was created for students to interact face to face using MS-Teams, and reserve the resources as per the Book issuance and return policy.

The complete access to Library Resources and services can be achieved through Login ID and password provided to all students, faculty and staff by authenticating it from Learning



Management System (LMS) Portal (<https://lmsserver.skylineuniversity.ac.ae/>) Stepwise e-library access manual is prepared and attached as [annexure-1 \(e-library guidelines\)](#).

#### **G. DISTANCE LEARNING (ONLINE) CLASSES**

SUC right from the beginning, since the pandemic affected on-site classes is using Microsoft Teams to conduct classes online following the suggestion of the task force of SUC formed in March 2020 to suggest the right online platform. The IT team under the guidance of task force integrated the Microsoft Teams platform with the Learning Management System(LMS) to ensure that the faculty members can take the online classes as per the assigned courses and batches. Faculty members are taking online classes from the middle of Spring-2020 semester and have continued during the summer term of 2020 from their offices/homes as per the convenience and directives of the competent government authorities.

The framework governing the use of MS-Teams is defined in Synchronous Learning under Information Security policy of SUC, and detailed usage of MS-Teams for students and faculties are attached in [Annexure-2 \(MS team user guide\)](#). The usage of Learning Management System to access the e-Services is provided in e-Services manual attached in [Annexure-3 \(e service manual\)](#).

Faculty will be allotted the courses for e-learning as per the workload defined in faculty handbook and the same compensation will be applicable for all faculty members as was followed by regular classes on campus. All the courses will be conducted as per the existing CDDs and if any faculty members require any change in the CDD of any course he/she will bring it to the notice the respective Deans of the schools and will make changes only after taking approval from respective Dean.

Faculty members will be responsible to identify relevant tools/methodologies /simulations etc. to ensure active engagement of students during e-learning classes. Any content prepared exclusively for the online classes will belong to SUC and the faculty member. Faculty member on separation from SUC can use the same material by removing the name and logo of SUC. SUC will retain the right to retain the material, update and market the materials.

The attendance in the online classes will be captured by the system based on the student's credential. The faculty member will download the attendance from the MS-Team, and mark the same in the Attendance Management System. The access to Final Examination will be based on e-Hall Ticket, which will be governed by SUC attendance policy

The Deans of the schools should conduct an online meeting with all the faculty members regularly to discuss the good practices followed and also discuss the problems encountered during the online sessions. There feedbacks are discussed with the e-learning committee to take corrective measures to be more prepared and better experience while conducting the online classes. Faculty members should prepare their sessions in such a way that they are able to engage students.

Faculty members are advised to be available online for students for discussing other academic issues as per the advisory schedule. All faculty members, students and staff members are requested to conduct online meetings and avoid face to face meeting.

#### **H. ONLINE ASSESSMENT AND EXAMINATION**

Faculty members are trained on how to create online assessments using LMS and online examination server so that they can conduct the assessments as per the schedule and ensure that learning outcomes are met. Faculty members should conduct formative and summative assessments as per the CDP to ensure that students are able to understand the concepts that are being taught by the faculty members. E-learning committee in consultation with IT department took the following initiatives to maintain the sanctity of assessment and examination.



- A. Exclusive server, which was used in Spring-2020 Final Term examination was updated for online Mid-Term and Final-Term examination of Summer 2020 and further subsequent semester.
- B. e-Proctoring system should be used to verify the integrity of the examination.
  - 1. for secure and monitor the environment to prevent cheating.
  - 2. locks the operating system and prevents unauthorized access to other pages, software or communication tools.
  - 3. monitors all exam activity in real-time and will detect fraud attempts and report them to the administrator.
  - 4. ID verification, random screenshots, audio and video capturing, system monitoring and recorded sessions are features available to reduce the fraud risk in online exams.
- C. Faculty members were given training to conduct online examination
- D. Monitoring & Exam schedule are prepared and communicated to all concerned by administration department well in advance.
- E. Maximum number of students for examination at a time will be restricted to manage and utilize IT resources effectively.
- F. e-circular will be sent to the students for online exams by administration department

Faculty members are advised to accept assignments, case studies, projects, exercises and other submissions by the students for continuous valuation through Turnitin plagiarism software which is already integrated to the LMS. Faculty members are also advised to educate, inform and follow SUC Academic integrity and Plagiarism Policy attached as [annexure-4 \(Academic integrity and Plagiarism Policy\)](#)

#### **I. INFORMATION SECURITY**

In order to provide secured access to critical data resources by authorized members only, SUC maintains a comprehensive Information security & access policy. This policy defines the protection against cyber-attacks, and intrusion prevention and aims at:

- A. protecting critical university data resources that can be accessed based only by authorized people and sensitive information is protected from the reach of unauthorized access, thus maintaining Confidentiality of Information Resources.
- B. ensuring that data should not be changed, accessed and altered by unauthorized people, thus ensuring Integrity of Information Resources.
- C. Ensure the reliability of network infrastructure and its high availability.

The policy includes information security issues related to online classes, assessment, examinations, and online services. The details on information security policy can be viewed in [Annexure-5 \(Information Security Policy\)](#)

#### **J. COPYRIGHT**

Faculty members are expected to understand and follow the UAE copyright law and ensure that online resources are directly related to the course content and are available to only students enrolled in the course. The students should be notified that the materials used are subject to copyright protection while using study materials, case studies, simulations etc. from various sources.

#### **K. ONLINE INDUSTRY INTERACTIONS**

In order to provide students an exposure to listen to eminent speakers from various domains, SUC launched a guest lectures online for the benefit of students affected by the nation-wide lockdown to prevent the spread of COVID-19. The one-hour interactive lectures deal with topics ranging from career guidance to the latest updates on technology to topics of general interest to all. SUC realized that there is no better time than now to offer this series as it would benefit students and faculty members who have to remain in their homes for their safety.



#### **L. ONLINE INTERNSHIP/PROJECT**

The Corporate Affairs office will arrange online internships/projects for students. Students during internship/project will be meeting their faculty supervisor and company supervisor virtually by using MS Teams platform. The faculty members will also contact the company supervisor virtually to discuss the progress of student. After completion of internship/project students will submit the final report to the respective faculty supervisor. The viva voce for the projects will be conducted online using MS-Teams and the full session will be recorded for the records.

#### **M. STUDENT E-SERVICES**

The purpose of e-Services at Skyline University College, is to provide alternate channels of communication, wherein students can reach to service providing department and mitigate their concerns, and resolve their queries without visiting the campus. All the services which were offered during the student's physical visits are made available over the portal, and the services which have financial value is linked to e-payment gateway.

Online Requests covers all types of known or process driven transactions the students wants to apply for. This includes Financial Transactions (Statement of Account, Withholding the Payment etc.), Academic Document Requests (Transcript, Certificates, Letters for the Employers etc.), Administrative & Registration Requests (Change of Major, Course Withdrawal, Semester Postponement, Cancellation etc.), Transport Requests (Location Change), Hostel Transactions etc.

Students can not only track the status of their services, but all documents are delivered on-line thus achieving the sustainable objectives by going paperless. The history of all services availed by students is available as logs along with necessary attachments that can be accessed whenever desired.

Students can authenticate themselves using their Single Sign On Active Directory Student ID and password, and can select the services they want to avail from the landing page (<https://lmserver.skylineuniversity.ac.ae>). E-Service manual is prepared and attached as annexure-8 (E-Service manual)

#### **N. TRAINING AND ORIENTATION PROGRAMS**

Though SUC have already conducted several online training and orientation programs in past five months for different stakeholders. E-learning committee in coordination with HRD department and members of the committee will keep organizing online training and orientation programs separately for faculty, staff and students to best use of the online resources for effective learning experience.

##### **Training Orientation Programs for Faculty Members**

- a. All online training and orientation programs for the faculty members will be coordinated by the Deans of the schools.
- b. Deans of the respective schools will keep on conducting regular meeting with their faculty members to take their feedback, problems, issues, and suggestions to upgrade online experience.
- c. Faculty members online training and orientation sessions will broadly cover on newly added/integrated features and resources on LMS related to online classes, assessment, evaluations, examination, issues related to academic integrity and plagiarism (Turnitin Software) etc.
- d. Faculty members will also be trained and encouraged to conduct online training sessions for corporates, government and society, conduct webinar, attend training and certificate programs, attend webinar, conferences and seminars etc.



### Training for Staff

- a. All online training and orientation programs for staff will be coordinated by the HRD department.
- b. Head of departments and HRD department will keep on conducting regular meeting with their staff members to take their feedback, problems, issues, and suggestions to resolve issues related to online operations/services provided by the staff.
- c. Staff members online training and orientation sessions will broadly cover on newly added/integrated features and resources to their online operations/services.

### Training for Students

- a. All online training and orientation programs for the students will be coordinated by the Student Services Department(SSD).
- b. SSD will keep on conducting regular meeting with students to take their feedback, problems, issues, and suggestions to upgrade online experience for classes, evaluation, exam and other services.
- c. Students online training and orientation sessions will broadly cover on newly added/integrated features and resources on LMS related to online classes, assessment, evaluations, examination, issues related to academic integrity and plagiarism (Turnitin Software) and other online services etc.

## O. REVIEW OF THE POLICY

This Contingency Distance Education (E-Learning) policy shall be reviewed at the beginning or every semester or as and when deemed appropriate by the competent authorities. The updated/amended policy will be placed for approval of competent authority before implementation.

### 3.h. Additional Degree from the Same Institution

<b>Policy number</b>	<b>ADMN_POLICY_04</b>
<b>Policy name</b>	Additional Degree from the Same Institution
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	12 December 2019
<b>Verified by</b>	DYASS & REGISTRAR

#### A. ADDITIONAL DEGREE – UNDERGRADUATE PROGRAM

Students in good academic standing in the current Undergraduate program of study with a Cumulative Grade Point Average (CGPA) of 2.0 or above, are eligible to earn a second Additional degree. In order to earn additional degree, and meets the admission requirement for the second degree and upon completion of the requirements of the additional degree total of 150 (120 + 30) credit hours.



**Worked out example:**

A student enrolled in Bachelor of Business Administration (BBA) program specializing in Travel and Tourism Management in Fall' 2015. The student fulfills the graduation requirements of BBA in Travel and Tourism Management specialization upon completing 120 credit hours with a CGPA of 2.0.

In this scenario, the same student could complete an additional 30 credit hours of another program/major, per se in Marketing or in any other major(s) that is/are offered at the time of petition for such an award, to become eligible to earn the additional degree at the SUC.

The total of 150 credit hours has the following breakdown:

<b>General Education requirement</b>	36 credit hours
<b>Business Education requirement</b>	63 credit hours
<b>Major requirements (for the first degree)</b>	21 credit hours
<b>Program / Major requirements (for the second additional degree)</b>	30 credit hours
<b>Total requirements</b>	<b>150 credit hours</b>

**B. ADDITIONAL DEGREE –GRADUATE PROGRAM**

Students in good academic standing in the current Graduate program of study with a Cumulative Grade Point Average (CGPA) of 3.0 or above, are eligible to earn a second Additional degree. In order to earn additional degree, and meets the admission requirement for the second degree and upon completion of the requirements of the additional degree total of 51 (36 + 15) credit hours.

**Worked out example:**

A student enrolled in Master of Business Administration (MBA) program emphasis on Marketing in Fall' 2016. The student fulfills the graduation requirements of MBA in Marketing specialization upon completing 36 credit hours with a CGPA of 3.0.

In this scenario, the same student could complete an additional 15 credit hours of another program/Emphasis, per se in Finance or in any other Emphasis(s) that is/are offered at the time of petition for such an award, to become eligible to earn the additional degree at the SUC.

The total of 51 credit hours has the following breakdown:

<b>Core requirement</b>	27 credit hours
<b>Emphasis requirements (for the first degree)</b>	9 credit hours
<b>Program / Emphasis requirements (for the second additional degree)</b>	15 credit hours
<b>Total requirements</b>	<b>51 credit hours</b>





### 3. j. Academic Progress.

<b>Policy number</b>	<b>ADMN_POLICY_06</b>
<b>Policy name</b>	Academic Standing Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

#### A. ACADEMIC STANDING UNDERGRADUATE PROGRAM

All students enrolled at SUC shall be monitored very carefully for the qualitative and quantitative satisfactory academic work completed during their study. A student will be evaluated at the end of every spring semester for the following:

##### i. QUALITATIVE REQUIREMENTS

Qualitative requirement is completion of minimum credits with CGPA as per the below table:

S. No.	Credit Hours Attempted	Minimum CGPA
1	1 – 30	1.50
2	31 – 45	1.70
3	46 – 60	1.85
4	61 and above	2.00

##### ii. QUANTITATIVE REQUIREMENTS

Student must complete at least 67% of all credit hours attempted. An attempted credit hour is defined as, any course that the student has enrolled for, in the semester. Successfully completed credit hours refer to the hours in which the student has received a letter grade of A, B+, B, C+ or C. For Capstone courses, a student needs to receive a minimum of 'C' grade or above.

For calculating the completion rate of academic work, D+, D and F grades are calculated as not completed; however, for the purpose of CGPA calculations, the 'F' grade will be taken into account. 'W' grade will be treated as attempted but not completed, however, it is not counted for the purpose of CGPA calculations.

##### iii. PROBATION / WARNING

Student is placed on probation at the end of Spring Semester if s/he does not meet the minimum requirements as per the information provided in sections (i) & (ii) above; the student is expected to improve his academic performance during summer and fall semesters. In case the student does not improve, he is served with a final warning for the next semester to be considered as final probationary semester.

##### iv. FINAL WARNING

Student is placed on final warning at the end of Spring Semester if s/he is unable to perform well and meet the requirements during probation period and the student is expected to improve his



academic performance during summer and fall semesters. In case the student does not improve, he is served with a suspension for the next semester.

**v. SUSPENSION**

In case the student is unable to improve the performance in spite of the final warning on probation, student will be placed on academic suspension [Suspension-1 & Suspension-2].

Suspension-1 means when student does not achieve the required CGPA during the suspension status will be automatically placed in suspension-1; even after being in suspension-1 if the student does not improve the CGPA then he will be placed in suspension-2 in the next semester.

Students on suspension status are required to file an appeal with the administration department for allowing them to continue their studies in the following semester. The Satisfactory Academic Progression (SAP) committee may allow the students to take the courses according to their academic profile with the following condition:

**a. Suspension 1**

**Case 1**

Student is allowed to take 1 to 3 courses [‘F’ grade or new course], if his/her CGPA greater than 1.5.

**Case 2**

Student is allowed to take 1 to 3 courses [‘F’ grade or ‘D’ Grade only], if his/her CGPA between 1 & 1.5.

**Case 3**

Student is allowed to take 1 to 2 courses [‘F’ grade or ‘D’ Grade only], if his/her CGPA less than 1.

**b. Suspension 2**

Student is allowed to take 1 to 2 courses [‘F’ grade or ‘D’ Grade only], students in suspension-2 must improve their performance to good standing otherwise, again, they will fall under suspension and will not be allowed to enroll in the courses for a period of one semester. Such student needs to apply for provisional readmission after the semester. However, the SAP committee reserves all the rights to take the decision.

**Example:**

The committee gives the student a chance to improve his CGPA by taking up one or two repeating courses and also decides the grades to be scored by the student.

**Case 1**

The student scores the above grades decided by the committee at the end of this semester if the student achieves a good standing at the end of this semester, he has to appeal to the committee and the above process will continue till he achieves the good standing.

**Case 2**

The student does not score the above grades decided by the committee at the end of this semester the student will be suspended for one semester and may be provisionally readmitted to classes after one semester of suspension to improve their CGPA. The student may take the courses in which they have secured a ‘D’ or an ‘F’ grade.

**c. DISMISSAL**

In case the student has not achieved ‘Good Standing’ as per section (i) & (ii) above at the end of Suspension-2 semester, the student shall be dismissed and dismissal will be reflected in his



transcript. In this case No refund of fees is allowed.

## B. ACADEMIC STANDING - GRADUATE PROGRAM

All students enrolled at SUC shall be monitored very carefully for the quality and quantity of satisfactory academic work completed during their study. A student will be evaluated at the end of every spring Semester for the following:

### a. QUALITATIVE REQUIREMENTS (QUALITY OF ACADEMIC WORK COMPLETED)

S. No.	Credit Hours Attempted	Minimum CGPA
1	1 – 9	2.50
2	10 – 18	2.60
3	19 – 27	2.75
4	28 and above	3.00

Depending on the number of credit hours attempted, the student is expected to maintain a cumulative grade point average as per the above table.

### b. QUANTITATIVE REQUIREMENTS (QUANTITY OF ACADEMIC WORK COMPLETED)

Student must complete at least 67% of all credit hours attempted. An attempted credit hour is defined as, any course that the student has enrolled for, in the Semester. Successfully completed credit hours refer to the hours in which the student has received a letter grade of A, B+, B, C+ or C. For Capstone courses, a student needs to receive a minimum of 'B' grade or above.

For calculating the completion rate of academic work, F grade is calculated as not completed; however, for the purpose of CGPA calculations, the F grade will be taken into account. 'W' grade will be treated as attempted but not completed, however, it is not counted for the purpose of CGPA calculations.

### c. PROBATION / WARNING

Student is placed on probation at the end of a given Semester if s/he does not meet the minimum requirements as per the information provided in sections (i) & (ii) above; the student is expected to improve his academic performance during the next Semester. In case the student does not improve, he is put into suspension for the next Semester.

### d. SUSPENSION

In case the student is unable to improve the performance in spite of the probation, he/she will be placed on academic suspension.

Students on suspension status will be counseled by their respective mentors to appeal with the Student Services Department for allowing them to continue their studies during the suspended Semester. The Satisfactory Academic Progression (SAP) committee may allow the student to repeat courses according to their academic profile to provide the student an opportunity for grade improvement with a relaxed pace. The suspension period must be used for extra help to the student in form of tutorials to achieve 'Good Standing' as per sections (i) & (ii) above.



**e. DISMISSAL**

In case the student has not achieved 'Good Standing' as per section (i) & (ii) above after the suspended Semester, the student shall be dismissed.

**3. k. Grading and Assessment**

<b>Policy number</b>	<b>ADMN_POLICY_07</b>
<b>Policy name</b>	Grading and Assessment
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

**A. UNDERGRADUATE STUDENT EVALUATION AND GRADING**

Letter Grade	Grade Range	Grade Points	Defining Points
<b>A</b>	90-100	4	<b>OUTSTANDING</b>
<b>B+</b>	85-89	3.5	<b>EXCELLENT</b>
<b>B</b>	80-84	3	<b>VERY GOOD</b>
<b>C+</b>	75 -79	2.5	<b>GOOD</b>
<b>C</b>	70-74	2	<b>VERY SATISFACTORY</b>
<b>D+</b>	65-69	1.5	<b>SATISFACTORY</b>
<b>D</b>	60-64	1	<b>PASS</b>
<b>F</b>	Below 60	0	<b>FAIL</b>
<b>W</b>	<b>Withdrawal</b>		

**GRADE POINT AVERAGE [GPA]**

Grade Point Average is determined by dividing total grade points earned by total credits attempted. GPA is calculated for each semester (SGPA) and Cumulative Grade Point Average (CGPA) is calculated for all credits attempted at SUC (Transfer of Credits from other Universities is not included in CGPA calculations).

**GPA/CGPA Calculation**

Grade Points		Credits		Total
<b>A - 4</b>	x	3	=	12.0
<b>B+ - 3.5</b>	x	3	=	10.5
<b>C+ - 2.5</b>	x	3	=	07.5
<b>D - 1</b>	x	3	=	03.0
<b>F - 0</b>	x	3	=	00.0
		<b>15</b>		<b>33.0</b>



$$GPA = \frac{\text{Grade Points Earned} \times \text{Course Credits}}{\text{Total Credits Attempted}}$$

$$GPA (1 \text{ Course}) = \frac{2 \times 3}{3} = 2 \text{ 'C'}$$

$$CGPA = \frac{\text{Semester Grade Points Earned} \times \text{Course Credits}}{\text{Total Credits Attempted}}$$

$$CGPA = \frac{4 \times 3 + 3.5 \times 3 + 2.5 \times 3 + 1 \times 3 + 0 \times 3}{15} = \frac{33}{15} = 2.2$$

GPA - Grade Point Average

CGPA - Cumulative Grade Point Average

## B. GRADUATE STUDENT EVALUATION AND GRADING POLICY (MBA)

Letter Grade	Grade Range	Grade Points	Defining Points
A	90-100	4.00	Excellent
B+	85-89	3.5	Very Good
B	80-84	3.00	Good
C+	75-79	2.5	Satisfactory
C	70-74	2.00	PASS
F	Below 70		FAIL
I	Incomplete		
W	Withdrawal		

### A. GRADE POINT AVERAGE [GPA]

Grade Point Average is determined by dividing total grade points earned by total hours attempted. GPA may be figured for each Semester (Semester GPA), for all hours attempted at the SUC (cumulative GPA). All students are evaluated at the end of each Semester. A student is placed on probation as per the academic standing and points A & B mentioned of this manual.

#### GPA/CGPA Calculation

Grade Points	Credit Hours	Total
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A - 4	x	3	=	12.0
B+ - 3.5	x	3	=	10.5
C - 2	x	3	=	06.0
		9		28.5

$$\text{GPA /CGPA /SCGPA} = \frac{\text{GradePointsxCredit hours}}{\text{TotalCreditsHours}}$$

$$\text{GPA /CGPA /SCGPA} = \frac{28.5}{9} = 3.16$$

$$\text{CGPA} = 3.16$$

- GPA – Grade Point Average
- CGPA – Cumulative Grade Point Average
- SGPA – Semester Grade Point Average



### 3.1. Examinations.

<b>Policy number</b>	<b>ADMN_POLICY_08</b>
<b>Policy name</b>	Examinations Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

Role of examination committee: Exam committee shall oversee the planning, executing and facilitating evaluation of the exam answer scripts; usually it is applicable for midterm exams, final and mitigation exams. The committee shall be comprised of chair of the committee Dean of respective schools and two faculty members, DYASS & Registrar and examination section representative. The duration of the examination committee is for a period of two years.

#### **Invigilation Guidelines:**

Allocation of Invigilation duty is assigned by Academic Committee for the smooth conduct of examinations. This includes VIVA & project presentation scheduling and proposing the panels. Allocation is done considering factors as mentioned below:

- A. Administration forwards invigilators requirements to the Committee.
- B. Verify the availability of Full time, Semester & Part time faculty during the examination period from HRD.
- C. Verify the class schedule / shift schedule of the faculty members
- D. Assign the invigilation duty as per the teaching load assigned for the week.
- E. Equally distribute invigilator 1 & invigilator 2 fairly.
- F. For the Part time faculty members, the assignment of the invigilation duty is on the days of their class schedule.
- G. Faculty member with administrative position should be given release/ reduced duty allocation considering the nature of their responsibilities.
- H. Faculty members with extra load will be allocated extra invigilation duties.
- I. Disseminating the role of invigilators duty
- J. Orientation of the examination to be carried out
- K. Invigilation schedule to be sent to all the invigilators 1 week before the exam.
- L. Any adjustments in the invigilation duty should be informed to HRD / chair of the examination committee well in advance.
- M. In case of emergency the faculty member should inform DEAN OF RESPECTIVE SCHOOLS & Head of Admin to arrange for an alternative invigilator however this should be avoided
- N. Courses that require viva, or presentation are identified for the semester. Subject experts other than the faculty teaching members are identified and assigned Panelists responsibilities.

**The role of the examination committee is to plan, organize and implement the activities given below:**

#### **A. EXAMINATION CALENDAR**

- i. From the institutional calendar the exam week/dates are cross checked
- ii. The number of course that require exams, viva, presentation etc. are assessed
- iii. Main and resit Exam schedules for all the Courses are planned for midterm and final exams as required.



- iv. The exam schedule is sent for approval from the Vice Chancellor
- v. Approved schedule is disseminated to finance, computers, administration and faculty 3 weeks in advance

## **B. INVIGILATION SCHEDULE**

- i. Coordinate with HRD to assess the number of faculty available during the midterm, final and resit exams
- ii. Any requests from the faculty members for adjustments in exam schedule is assessed
- iii. Invigilation schedule is prepared as per the teaching load assigned to full time and part time faculty members
- iv. Proper orientation for invigilators is carried out

## **C. SCHEDULE FOR VIVA & PROJECT PRESENTATION**

- i. Courses that require viva, or presentation are identified for the semester
- ii. Subject experts other than the faculty teaching members are identified
- iii. Panelists are assigned for the courses based on the expertise
- iv. Evaluation sheet is finalized
- v. Orientation is carried out along with the faculty member
- vi. Performance report is collected

## **D. SUBMISSION OF PAPER**

- i. Ensures the question paper is submitted as per the administrative timelines
- ii. Prepares the list of subject experts
- iii. Gets list approved by the Vice Chancellor
- iv. Prepares the schedule of quality check
- v. Provides the guidelines for the experts

## **E. QUALITY CHECK**

- i. Prepares the quality check schedule
- ii. Revision schedule
- iii. Finalization and printing of approved question papers
- iv. Proof reading

## **F. POST EXAM ACTIVITIES**

- i. The examination committee shall take the responsibility to distribute the answer scripts to the faculty members
- ii. Along with the answer scripts a copy of marking guidelines and rubrics are handed over to the faculty members
- iii. Committee clearly indicates the need to Focus on LO matrix and need for sample copies from each grade is requested at the end of the evaluation
- iv. On the due date the committee is responsible to collect the answer scripts and the samples from each level,
- v. The answer scripts by batches and sample copies are stored at secured place and samples for course files are handed over to examination section to take a copy so as to place it in course files
- vi. Dissertation and project works and sample copies are also collected by examination committee to be archived.





- a. The chairman of the committee shall be on the board of result declaration
  1. To facilitate the result board in finalizing the results, recording the documents, getting final approval before releasing the result for public consumption.
- b. Submit a report at the end of each semester
  1. Semester wise report to be prepared and disseminated to appropriate decision maker.

## G. EXAMS

- i. The institutional calendar is the source of drawing exam schedule, examination section follows the exam schedule for midterm and final exam
- ii. Administration department announces semester-wise Mid-Term and Final Examinations schedules by the first week of the start of each semester.
- iii. The schedules will be available on the Examination Notice Board as well as on the student portal.
- iv. As per the exam schedule the faculty is informed about the submission of question papers, this is done 3 weeks in advance.
- v. Each faculty member is required to submit two sets of question papers one for the main exam and one for the mitigation exam.
- vi. Faculty members when submitting question paper should also submit copies of all the continuous modes of exams conducted till that time, marking guidelines for the midterm and final exams, with marking rubrics.
- vii. DYASS & Registrar is responsible to keep the question papers under safe custody till the exam is conducted.
- viii. Examination section will get the list of subject experts for quality check from the Vice Chancellor's office.
- ix. Examination section arranges quality check in DYASS & Registrar's office for each of the subject expert. The Vice Chancellor ratifies the comments.
- x. The quality check comments are passed down to the faculty members for any corrections or comments. Corrections if any have to be completed within 24 hours and resubmit
- xi. The subject expert finalizes the question paper to be administered, Vice Chancellor gives his consent.
- xii. All the approved formatted question papers will have to be proof read by the concerned faculty member to check for final correction and sign necessary form.
- xiii. The approved question paper by quality expert and Vice Chancellor is formatted for exam.
- xiv. All the approved papers by the Vice Chancellor are printed 48 hours before the exam; sets are packed in envelope and are handed over to the DYASS & Registrar for security and safety.
- xv. All the experts are required to keep strict confidentiality of the exam papers
- xvi. On the day of the exams the sealed papers are handed over to the invigilators 15 minutes before the exam.
- xvii. Two weeks before the exams eligible students' hall tickets are handed over to finance department to handover to the students who have completed all the formalities.

### i. Notification of exams:

1. Midterm and final exam schedule is notified to the students at least 4 weeks before the exams.
2. The notification is displayed on the notice boards / Plasma TV and student portal.
3. The information is also displayed in the classroom notice boards.
4. Information to collect the hall ticket, clearance of all the dues including fee is clearly stated.



**ii. Re-Sit/Mitigation Examinations**

1. Re-Sit Final examinations will be based on comprehensive syllabus.
2. Re-Sit/ Mitigation of final examinations will be normally held after 1 week of declaration of first-sit results. Regular classes will not be suspended for such examinations.
3. Only students with grade D who will benefit with grade improvement or students with grade F who benefit from re-sit will be allowed to re-sit the final examinations, based on their performance in the continuous modes of assessments. Otherwise students will be counseled to retake the course.
4. These examinations will be conducted as per the pre-released schedule.

**iii. Eligibility of the student to appear for exam:**

1. Administration finalizes the list of eligible students for the exam based on the requirement of minimum 75% attendance for undergraduate students and 70% attendance for graduate students as per the attendance policy.
2. Cases with exemptions are discussed with the Vice Chancellor, DYASS & Registrar. Vice Chancellor is authorized to exempt those students. The students actively participating in various committees are referred by the chair of the committee to the Administration seeking exemption [minimum requirement in case of committee recommended students is a minimum of 50% attendance].
3. Students who have 70 percent of the attendance & exemptions approved by Vice Chancellor as per the policy will be listed.
4. Students who do not meet the requirement will be listed in the notice board and information is passed on their email.
5. Students who have short comings with necessary requirements for appearing for the exam will be informed to fulfill the requirements two weeks before the exam.
6. Students having completed all the requirements as per point 4 & 5 and a clearance from finance will receive a hall ticket.
7. The hall ticket contains instructions and rules and regulations a student has to follow during the examination, Hall ticket is the exam admission slip issued for the students to appear mid-term, Final & Mitigation exam. Student has to carry the hall ticket and produce on demand in the examination hall. It contains Student name, program, DOB, gender, photo, course ID, student ID, Exam date, course code and course name
8. Only students with valid hall ticket & ID card will be permitted into the exam.
9. Students coming within 15 minutes of the start of exam are allowed in the exam hall otherwise re-sit exam policy will apply.

**GENERAL INSTRUCTIONS FOR CANDIDATES DURING EXAMINATION**

- a. Students must ensure they are aware of the dates and timings of all their examinations. Students have to collect the Examination Hall Tickets from the Finance Department, after having cleared any outstanding amount due to them.
- b. No student shall be permitted into the Examination hall/room without the Examination Entrance Slip and Student Identity Card.
- c. Students must note carefully his/her seat/examination hall/room number before beginning of each examination session from details at which are available in student's examination hall tickets.
- d. Students must sit for their examination at the desk bearing their number only.
- e. Students must bring their own Pen, Pencils, Erasers, pencil-sharpener, and Calculators. Borrowing these things from others will not be allowed.



- f. Students should deposit the mobile phones, pagers and handbags at the designated room before entering the Examination hall/room.
- g. Language dictionaries [book] may be allowed but will be checked by invigilators for notes. Electronic language dictionaries/translators will not be allowed.
- h. Students will be permitted to enter the Examination hall and occupy their seats 15 [Fifteen] minutes prior to the start of the examination.
- i. All students should be seated and ready to begin three to four minutes before the commencement of the examination so that any instructions from the invigilator can be noted. An attempt will be made by invigilators to complete examination verification process before the start of an examination.
- j. Students can leave the examination hall only after 30 minutes from the starting time if they complete their exam.
- k. Students must maintain silence at all times. If they need to draw the attention of the invigilator, they shall do so by raising their hand.
- l. Students must ensure that they are attempting the correct examination paper. For this, they need to check the subject & version number of question in the paper carefully.
- m. The student shall enter her/his name, Enrollment ID number, and Course ID number on the scantron sheet/examination answer scripts as reflected on her/his identity card/ examination hall ticket.
- n. Students must comply with all the instructions on both the title page of the answer book and the rubric of the examination question paper(s). In particular a candidate should ensure that he/she:
  - 1. Writes his/her name on the title page of the answer book(s).
  - 2. Writes on one side of the scantron sheets with pencil only. Ink pens will be used only for essay questions and students are required to write on both sides of the answer booklets.
  - 3. Enters distinctly in the margin the number of the question being answered if required.
  - 4. Does not scribble or write on the desk or on any form of scrap paper whatsoever.
  - 5. Does not remove pages from the question booklet / answer book.
  - 6. Does not take question / answer booklet outside the Examination hall / room.
  - 7. Clearly identifies any rough work in her/his answer book and deletes it in a manner which will ensure that it is not confused with any answer.
  - 8. Any candidate caught in the act or believed to be using unfair or dishonest means shall be so informed by the invigilator. The invigilator shall endorse and withdraw the answer book and the candidate will be issued a new answer book to continue the examination. If the candidate refuses and rebels, the Administration and Security shall be informed.

**Note:** The previous [first] answer script(s) will be treated void. The decision to whether to evaluate the subsequent [second] answer script or not will be made by the SUC Board and will be communicated to the students in writing. Such decision of the board cannot be challenged or overturned.



## **STUDENTS ARE STRICTLY RESTRICTED FROM THE FOLLOWING:**

- a. To communicate, under any circumstances whatsoever, with other students.
- b. To answer, under any circumstances what so ever, communications from other students.
- c. To copy from one another under any circumstances.
- d. To be involved in misconduct of any kind.
- e. To enter into any conversation whilst in the examination hall before, during or after the examination.
- f. To leave their seats without the permission of an invigilator.
- g. To carry any written material, slips, papers, etc. whether relevant or not into the examination hall.
- h. Any student requiring special arrangements or seating should put in an application to the Student Services Department at least 48 hours before the examination.

## **PUBLICATION OF RESULTS**

### **AT THE END OF THE EACH SEMESTER**

First sit and re-sit results will be made available to students in the form of grade report every semester after ratification by award board of examiners. First sit results will notify re-sit examination dates for students eligible for re-sits or undertaking grade improvements (grade D & D+ ONLY FOR UNDERGRADUATE AND grade C & C+ ONLY FOR GRADUATE).

The result will highlight marks and grades obtained in course/s and students grade point average at the time of declaration of results

### **AT THE END OF AN ACADEMIC YEAR**

First sit and re-sit results in the form of grade reports will be published at the end of academic year after ratification by award board of examiners. First sit results will notify re-sit examinations dates for student eligible for re-sits or grade D students wishing to undertake grade improvements.

The result will highlight marks and grades obtained in courses, cumulative grade point average at the time of declaration of results. Student's progression and/or award status as recommended by the award board of examiners will be communicated to students through a letter by the examination department



### 3. m Curriculum Approval and Revision

<b>Policy number</b>	<b>ADMN_POLICY_09</b>
<b>Policy name</b>	Curriculum Approval and Revision Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTARTION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

This covers the procedure for the approval and revision of curricula, including individual courses (see also Stipulation 2: Substantive Change).

#### A. Introduction

Development, Modification and Revision of the Curriculum at SUC are undertaken by the Program Review Committee (PRC). Program Review Committee revisits the Curriculum every year and reviews it on a cycle of four years. If these annual revisits indicate imminent need of a major change within the cycle of four year period, approval from the BOG shall be required. The purpose of the program review is to review the currency, relevancy and competency of the courses offered in the curriculum to achieve the program learning outcomes.

#### B. Formulation of committee

The PRC is formed by the approval of the Vice Chancellor. The members of PRC are appointed by the Vice Chancellor based on the subject experts from each Major, Business courses, General Education and Industry Professionals, Alumni, Current student representatives and DIRQAOA. The tenure of the committee members is two academic years which can be extended to a maximum period of four years. The responsibility to conduct the program review is with the QA Department of SUC.

#### C. Functions of the committee

- i. To review the curriculum and learning resources in line with program objectives
- ii. To add or delete courses based on currency, relevancy and competency required by the industry in line with program objectives.
- iii. To incorporate latest teaching methodologies for program effectiveness.
- iv. To disseminate the outcomes of the program review to academics and the academic support services department

#### D. Process flow

- i. The requirements of the industry and trends in academia are reviewed periodically.
- ii. Committee reviews the internal and external reports such as the Faculty Course Reports, Internship, Dissertation, Employer Survey and Alumni Survey Analysis reports.
- iii. Committee revises the Course Contents, Prerequisites, Structures, Sequences, Learning Outcomes, Academic Strategies, Assessment Modes and Core Texts based on the reviews from internal and external sources.
- iv. Committee includes or discards courses from the curriculum
- v. Committee forwards its recommendations to Vice Chancellor for review and is discussed in the EC for recommendation to the BOG for approval
- vi. Implementation of the revised curriculum from the subsequent academic year.



## E. Frequency of review/revisit and authority

Responsible to Review and amend the curriculum	Approval Authority	Responsible to implement	Frequency of Revisit	Frequency of Review
Program Review Committee and IRQAOA Department	BOG	Vice Chancellor	Every Academic year	Once in four years

## 3. n INTERNSHIP/PRACTICUM

<b>Policy number</b>	<b>ADMN_POLICY_10</b>
<b>Policy name</b>	INTERNSHIP / INTERNSHIP PROJECT POLICY
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

### A. Introduction

The internship program provides an opportunity to students to work, learn, and gain hands-on experience in an organization. It helps students to develop a professional understanding of an industry in their major area of study. Students are able to apply the knowledge gained in classrooms in a work setting, thus enriching their learning experience. This experience is also regarded valuable in preparing for their future careers. Since students work to gain experience, the course emphasizes that they be placed in an environment that is appropriate to their major field of study that is conducive to learning.

### B. Role and Responsibility of Faculty / Supervisor / Organization / Industry / Students

#### a. The Role of Employer / Industry Supervisor:

The employer where the intern registers for the internship will have following responsibilities

1. Company will develop a detailed job description for the student intern; discuss requirements with the student intern.
2. Inform managers/supervisors/employees of the company of the internship program. Company/organization will allocate dedicated Internship Supervisor to the student who will evaluate student at the end of the Internship.
3. Company and Industry Supervisor will inform immediately to Faculty Supervisor and
4. SUC regarding any absenteeism of students.
5. Company will provide an orientation to the student and introduce the student to the organization, the employee and the physical layout.
6. Give the intern the opportunities to apply education and skills. Assign duties (jobs) that include elements of planning, designing, evaluating and reasoning.



7. Company will provide opportunities for the intern to ask questions and discuss progress.
8. Provide an evaluation of the student's performance.

**b. Faculty Supervisor Role and Responsibility**

1. Faculty Supervisor will in constant touch with industry Supervisor and keep high level interaction with them
2. Faculty Supervisor will conduct initial orientation for the student and handover student
  - Internship Guideline
  - Internship Formats
  - Internship Evaluation Criteria
  - Meeting Schedule
  - Attendance Requirement
3. Faculty Supervisor will be accessible to the student for consultation and discussion of the student's Internship progress as per meeting schedule.
4. Faculty Supervisor will regularly providing constructive suggestions for improvement and continuation on the work submitted. The feedback time for comments on work submitted should not normally exceed one week. Faculty Supervisor will motivate students to excel in his/her internship work.
5. Faculty Supervisor will be responsible for evaluating the students project work without any bias and submit the final result to examination department as per the schedule.

**c. Role and Responsibility of students for internship:**

1. Students have to fill requisite form on line stating all the information required (Their area of interest, industry they are preparing to enter in, industry they bar from internship, location preference, and Visa detail.
2. Once company internship finalized, students will be allocate SUC Supervisor and they have to meet them as per agreed schedule till internship report or Internship project is submitted. They are required to participate in Internship orientation.
3. Students have to strictly adhere to the policy and timing along with Assignment entrusted to them by organization. They have to report to industry mentor on direction of SUC guide.
4. Students have to religiously work in organization and contribute along with learning. It's to be reminded that they are brand ambassador of SUCs and carry and maintain the high image of SUCs.
5. After completion of internship they are to submit the report on the format already briefed to them during internship orientation with help of external and internal guide to the office of SSD.
6. Student most catch up and meet deadlines related to internship of SUC.
7. Confidentiality of both organizations to be maintained by student to maintain high ethical standards.

**C. INTERNSHIP EVALUATION:**

Students who have minimum attendance at workplace as per SUC attendance policy will be qualified for Internship Evaluation.

Evaluation	Percentage
External supervisor mid evaluation	20%
External supervisor end term evaluation	30%



<b>Evaluation by SUC internal supervisor</b>	50%
<b>a. Evaluation of intern report (30%)</b>	
<b>b. Viva and presentation (20%)</b>	

Industry Supervisor will evaluate student based on Personal Traits and Quality, Intellectual and Professional Background, Communication Skill and General Performance.

#### D. Criteria for selecting Internship Company

**Criteria for selecting Internship Company:** The following criteria are used in order to select the right type of organization for student internships:

- The company profile
- The professional growth of the company
- The companies national and international operations
- The stability of the company
- The size and operation of the company

#### Internship Report Writing Guideline

**All interns need to submit a 1500-2000 words report at the conclusion of their Internship. Find below the guidelines for writing the report:**

- The document should be in the report format. It should contain:**
  - Title Page – title of report, your name, monitor’s name, place of Internship, training supervisor’s name and date.
  - Table of Contents
  - Introduction – body-conclusion
- The body of the report should address the given issues:**
  - What tasks did you perform as part of the internship?
  - What have you accomplished?
  - What did you learn about applied work in your area of Major?  
(Describe you work environment)
  - What did you learn about your own self?
  - What were the positive and the negative aspects of the Internship?
  - Has your course work prepared your for Internship?
  - What additional academic skills do you feel you should have had to make the Internship better?
- The conclusion should include your recommendations/suggestions regarding the Internship.**

### 3.o. Teaching and Learning Methodologies

<b>Policy number</b>	ACAD_POLICY_05
<b>Policy name</b>	Teaching and Learning Methodologies
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ACADEMICS
<b>Date of recent modification</b>	6 MAY 2020





Verified by

DEAN-SCHOOL OF BUSINESS AND DEAN-SCHOOL OF IT

Teaching and learning methodologies used in delivering a course play a very important role in engaging students in this digital era. It is very important to ensure that faculty members are employing teaching methods that are supported by appropriate technology and also ensure that the teaching and learning materials and tools are appropriate to the subject being taught. Teaching effectiveness committee is formed by the Vice Chancellor in consultation with the Deans which includes faculty members from all the schools who conduct regular faculty development program by both internal and external resource persons to ensure that faculty are provided information about best practices in teaching and learning.

**A. COMMITTEE RESPONSIBLE FOR DEVELOPMENT, REVIEW AND IMPLEMENTATION OF TEACHING AND LEARNING METHODOLOGIES**

The Teaching Effectiveness Committee which is one of the standing committees formed under the Institutional Effectiveness Committee is responsible for the developing, reviewing and implementing the of the Teaching & Learning methodologies. The Committee is jointly chaired by the Dean-School of Business and Dean-School of IT. If required, Dean of Schools may recommend faculty or staff members to the Vice Chancellor for undertaking specific tasks.

**B. RESPONSIBILITY OF THE COMMITTEE**

The Committee ensures that faculty employ teaching methods that are supported by appropriate technology and learning material and tools that are appropriate to the subject, organize a minimum of four, faculty development programs in a year by both external and internal experts on the best practices in teaching and learning, collect information from faculty on various teaching methodologies used by them and also provide support and guidance if required by the concerned faculty member. The Committee summarizes the teaching methodologies followed by various faculty in a semester and share it with the entire team at the end of the semester in order to evaluate the effectiveness of the teaching methodologies used and provide a platform to share the best practices.

**C. ROLE OF COURSE LEADERS**

In each semester one internal full-time faculty will be appointed as course leader for each course taught in different batches, who will meet the other faculty members teaching the same course (full time and/or part-time) for at least three times in a semester. The first meeting is before preparing the CDP where the team will decide on teaching methodologies to be followed, assessments to be conducted and finalize the flow of course to ensure uniform academic delivery across batches. The second meeting for mid-review and the third meeting is before completion of the course to discuss about the progress of the course, issues faced if any and finalize the assessments and discuss students' performance.

**D. ROLE OF THE FACULTY MEMBER**

Faculty should select suitable teaching methodologies and incorporate in their course syllabus (Course Delivery Package) to ensure that the learning objectives are met. The Deans along with teaching effectiveness committee should ensure that faculty members are integrating key employability skills such as innovation, entrepreneurship, teamwork and leadership in their courses.



#### E. RESPONSIBILITY OF THE DEANS

The Deans of the respective schools will meet course leaders on a monthly basis to discuss about the progress of the course and discuss issues related to the course. TEC will also submit a monthly report on various teaching methodologies followed by the faculty members which will help in reviewing the progress and implementation of new teaching methodologies in various courses.

#### F. PROCESS FLOW

The faculty prepares CDP before the commencement of the course which is approved by the Dean and VC. The course files submitted after the completion of the semester which is evaluated by Course-File Review Committee and Head-IRQAOA, and provide feedback to make the course learning more effective.

#### STEPS:

- a. Faculty members prepare CDP before the commencement of the semester.
- b. Dean and VC will approve the CDP.
- c. Monthly meeting of respective Deans with course leaders and TEC to monitor the progress and submit the same to VC office.
- d. Faculty will submit the course file with evidences of various teaching methodologies used after completion of the course
- e. Course-File Review Committee along with Head-IRQAOA review the course files and provide feedback to the respective Deans
- f. Teaching effectiveness committee conducts regular sessions for faculty to share their own experiences of using various teaching and learning methodologies.
- g. Regular FDP are conducted on various teaching new methodologies that can be used in classes by internal/ external experts
- h. Dean, and Head-IRQAOA along with Teaching effectiveness committee identify various teaching methodologies followed across the globe and look for the possibility of its implementation in SUC.
- i. Teaching effectiveness committee collects the details of various teaching methodologies followed by faculty members in their courses and also provides required support in implementing the new teaching technologies.

### 3.p. Course Syllabus.

<b>Policy number</b>	<b>ACAD_POLICY_06</b>
<b>Policy name</b>	Course Syllabus
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ACADEMICS
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	DEAN-SCHOOL OF BUSINESS AND DEAN-SCHOOL OF IT

The main purpose of the Course syllabus is to provide students and other stakeholders understand how the course will benefit the students in line with program and course learning outcomes and also have a clear understanding of the requirements of the pre requisites



required if any in doing a particular course. Faculty members who are allotted the course will prepare the course syllabus (Course Delivery Package) as per the Course Definite Document (CDD) and forwarded for the approval of Dean and VC.

**A. COMMITTEE RESPONSIBLE FOR DEVELOPMENT, REVIEW AND IMPLEMENTATION OF COURSE SYLLABUS**

The Academic Planning and Operations Committee which is one of the standing committees formed under the Institutional Effectiveness Committee is responsible for developing & reviewing the course syllabus and ensuring its implementation by each faculty member teaching the specific course. The Committee is chaired by the Vice Chancellor and comprises of Deans from both schools and Head of General Education. If required, Dean of Schools may recommend faculty or staff members, subject experts, industry experts to the Vice Chancellor for performing specific tasks related to development and review of course syllabus.

**B. RESPONSIBILITY OF THE COMMITTEE**

The core members of the committee including Vice Chancellor, Dean-School of Business and Dean-School of IT nominate one faculty member teaching the course to review the old course reports, take inputs from industry and as per emerging trends and latest developments will prepare the Course syllabus (CDP) in accordance with the learning outcomes of the program and ensure that course learning outcomes are aligned with the program outcomes.

**C. ROLE OF THE FACULTY MEMBER**

Faculty members should also look at course topics and contents which will be taught in a week and also plan for sessions to conduct assessments in the class, provide information about out of class assignments, examinations etc. This should also include details of course text, recommended readings, scheduling of field visits/industry visits/ laboratory sessions etc. during the course. Once the course syllabus is prepared it will be submitted to Dean & VC for review and approval.

**D. CONTENTS OF THE COURSE SYLLABUS**

Each course syllabus (CDP) should include course title and course code/ number, credit hours (or equivalent), pre-requisites (if any) co- requisites (if any), name and contact information of instructors, brief course description (as in the catalog), intended learning outcomes of the course, linkages and contribution of course leaning outcomes to the program outcomes, course topics and contents on a week-by-week basis including sessions for assessments, scheduling of laboratory, studio, external visit and other non-lecture sessions, including online sessions as appropriate, information on out of class assignments with due dates for submission, methods and dates of examinations and students assignments including the relative weight of various assessment elements in determining the course grade, teaching methods including any use of online instructions, course texts and recommended readings listed in standard bibliographic details and any other learning resources.

**E. PROCESS FLOW**

Faculty members are allotted courses to prepare course syllabus (CDP),

**STEPS:**

- i. Faculty members teaching the course will review the course reports of the faculty who handled the courses earlier



- ii. Faculty members will prepare the CDP based on CDD and while preparing will update reference textbooks, additional reading materials, online resources, case studies, teaching methodologies, lab assessments, assessment methods, technology integrated teaching methods to achieve the learning outcomes
- iii. After preparing the CDP it is sent for review and approval by the Dean and VC
- iv. After the approval of CDP, it is uploaded on the portal

### 3. q Course File

<b>Policy number</b>	<b>IRQA_POLICY_05</b>
<b>Policy name</b>	Course File and Course Report Review
<b>Policy version</b>	Version 3
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	IRQAOA
<b>Date of recent modification</b>	14 July 2020
<b>Verified by</b>	DIRQAOA

#### A. COURSE DELIVERY PACKAGE AND MID COURSE REVIEW

Course delivery package (Syllabus) is prepared from the master syllabus document (Course Definite Document) which is in line with the requirement of Annex 13 of MOE-CAA 2019 December standards. The faculty members prepare the Course Delivery Package (CDP) before start of the semester by referring the previous course reports and make necessary changes in terms of teaching and assessment methodologies. The same is forwarded to Dean of respective schools and Vice Chancellor for review and Approval. The CDPs are reviewed to ensure that appropriate assessment tools are used and proper weights are assigned according to the nature of each assessment tool and the CLOs.

<b>Course Delivery Package preparation and Review Responsibility</b>				
<b>Course Delivery Package preparation</b>	<b>CDP review</b>	<b>Update of CDP</b>	<b>CDP final approval</b>	<b>Time line</b>
<b>Faculty Members</b>	Dean of respective schools & Head of General Education	Faculty member	VICE CHANCELLOR	Before the start of every Semester

#### B. COURSE FILE AND COURSE REPORT REVIEW

Course file reflects how effectively the course was delivered during the semester and contents of the course file are in line with Annex 16 of MOE-CAA Dec 2019 Standards. The course file contains the syllabus, teaching material, assessment tools, marking guidelines and rubrics, sample of students answer scripts, students' attendance data, course report, quantitative analysis of student performance, summary of student feedback, instructor's proposals for any course improvements, summary of actions taken to improve the course. Course file also provide evidences related to the delivery of the course in a particular semester. Course file needs to be submitted in hard as well as soft copy format.



### Course file submission and review process flow

- i. Faculty members prepare their course file in soft copy and hard copy as per the Course File Checklist including course report as per course report format
- ii. Faculty members should get the Course file verified by another full time faculty / peer reviewer to verify the completeness of course file as per course file checklist
- iii. Faculty member and peer reviewer signs the course file check list form for ensuring the completeness of the course file
- iv. Both hard copy as well as soft copy of Course files are then submitted to IRQAOA department
- v. H-IRQAOA in consultation with Deans of respective schools allocates sample course files to members of the course file evaluation committee for review
- vi. Course file evaluation committee members evaluate the course file for feedback and further improvement and also uses it for faculty performance evaluation.
- vii. Course file review reports are forwarded to Dean of respective schools who conducts meeting with faculty members and discusses the course file review comments along with the student feedback analysis report, LO analysis, exam result analysis.
- viii. Faculty members are required to update the course file based on the course file evaluation comments
- ix. IR unit prepares the summary of course reports & course file evaluation and forwards it to Program Review/Revisit Committee at the end of the year
- x. Program Review Committee reviews the report and provides recommendations to be implemented in the curriculum during its review process

### Course files submission and Review Responsibility

Course file Submission	Course file Peer review for completeness	Allocation of Course file evaluation	Course file Evaluation	Course file review Meeting with Faculty members	Course file update as per review comments	Implementation of course report suggestions	Review of course report suggestion	Timeline
Faculty Members	Full time faculty member of SUC	H-IRQAOA in consultation with respective Deans	H-IRQAOA, Quality Assurance committee and Subject Experts	Dean of respective schools	Faculty Members	Faculty Members	Program review Committee	At the end of every semester

**Note:**

Please contact IRQAOA department for all the below mentioned formats:

1. CDD / CDP Format
2. Course File evaluation report format
3. Course File Internal review and checklist form
4. Course report format



### 3. r Class Size

<b>Policy number</b>	<b>ADMN_POLICY_11</b>
<b>Policy name</b>	<b>CLASS SIZE POLICY</b>
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	28 May 2020
<b>Verified by</b>	DYASS & REGISTRAR

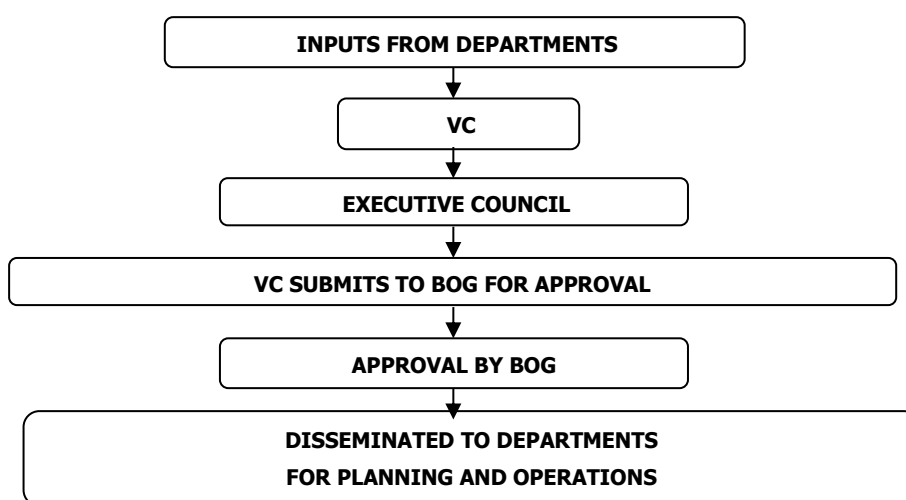
#### H. INTRODUCTION

The Class Size is based on a number of factors like areas of study (namely general education, business courses and majors), number of enrollments, nature of the course delivery (lecture, lab session), class seating capacity, number of cancellations/ dropouts / postponements, progression rate, teaching load of faculty and operational & financial feasibility.

The Class Size policy at SUC is subject to changes due to variations in internal resources availability and external factors in the region. The changes in the class size are carried out through the process as established in this policy document.

The EC determines the class size based on the above factors. Any amendments in the existing class size policy are done after receiving inputs from the Administration, Finance, Library, Computing and Student Services Department. The information is initially sent to VC, which is then placed in the EC meeting for review which is forwarded to the BOG for approval. Upon approval by the BOG, VC forwards the information to the departments for planning the operations.

#### I. PROCESS FLOW FOR FORMULATING AND AMENDING CLASS SIZE POLICY



#### J. CLASS SIZE LIMITS

The Class Size policy encompasses both the lower and upper limits of the number of students in each class.

##### A. Undergraduate Class Size Limit



The minimum and maximum class size for lecture and lab sessions for General, Business and Major courses is given below:

The minimum and maximum class size for lecture and lab sessions for General, Business and Major courses is given below:				
Areas of study	Minimum class size	Maximum class size		
		Lecture	Lab session	
General Education courses	10	50	40	
Core courses	10	50	40	
Major courses	6	40	40	

### B. Graduate Class Size Limit

The minimum and maximum class size for lecture and lab sessions for General, Business and concentration courses is given below:

Areas of study	Minimum class size	Maximum class size	
		Lecture	Lab session
Core courses	10	45	35
Concentration courses	6	35	35

### K. IMPLEMENTATION OF CLASS SIZE POLICY

- i. Number of students in each class should follow Class size limit mentioned above
- ii. In case number of students exceeds the maximum class size for undergraduate or graduate courses, the class will be further divided into smaller sections to meet the class size policy.
- iii. In case number of students falls below the minimum class size for undergraduate or graduate courses, following options should be used to resolve the issue:
  - a. Classes will be merged with other cohort.
  - b. Students will be given a choice to join other major/concentration or join the course in next semester with no penalties.
  - c. In case of graduating student or other constraints, the Dean of the respective school may seek approval of the VC to conduct the course.



### 3. s. Intensive Modes of Course Delivery

<b>Policy number</b>	<b>ADMN_POLICY_12</b>
<b>Policy name</b>	Intensive Modes of Course Delivery
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

#### Introduction

According to the MOE 2011 standards, The term –intensive modes of delivery refers to courses that are offered over a shorter duration than the generally accepted period of a standard –semester|| (15 to 17 weeks) or –weekend|| (9 to 12 weeks).

The academic courses conducted under intensive modes of delivery should be for 6-8 weeks and a maximum of two courses can be offered for both graduate and undergraduate level programs. It is important to ensure sufficient time for preparation, reflection, analysis, and the achievement of learning outcomes are adequately met through student learning engagement activities. The classes will be as per the standard duration of 1 hour per class and total number of credit hours are completed within the stipulated intensive mode of conducting the program.

- A. students are fully informed of any modifications that may have been made in operations or the delivery of its academic programs in order to accommodate the shortened duration of the course or program;
- B. Students in courses offered through intensive modes of delivery have comparable duration of class contact time, and comparable expectations for out-of-class study time, as in the same courses offered during the regular semester or term;
- C. The full content of the approved syllabi will be taught during the condensed period;
- D. Learning outcomes of the courses and programs are achieved by all enrolled students;
- E. SUC’s academic support services (Student services, Administration, Finance), learning support services (library and IT) and other facilities (canteen, health and sports facilities) are available during the shortened term
- F. Faculty workload will include the courses which are conducted under the intensive mode of delivery

### 3. t. Academic Misconduct.

<b>Policy number</b>	<b>ADMN_POLICY_13</b>
<b>Policy name</b>	Academic Misconduct.
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	Academics
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	H-IRQAOA





Any violation of the code of conduct as specified in the student handbook is liable for punishment. Some of the specific violations could be:

- a. Any misbehavior or misconduct, which may distort the image of the SUC.
- b. Misconduct in classroom, computer lab, or library.
- c. Any insult to faculty or staff members.
- d. Any damage to SUC property.
- e. Any misconduct during exams.
- f. Moving around as couples.
- g. Dress code
- h. Fighting.
- i. Theft.

In order to make fair decisions on any misconduct/ misbehavior or violation of a student, a disciplinary committee called Disciplinary Action Committee (DAC) is in place. The objective of this committee is to hear from the student and the complainant involved in such an act in order to decide the course of action to rectify such misbehavior / misconduct in the future. The administration department will present the case to the committee at the time of meeting /hearing. The DAC consists of:

- a. Chairman of DAC Committee
- b. One faculty member teaching the student who has been called for hearing
- c. Vice Chancellor
- d. DYASS & Registrar
- e. Dean of Student Affairs
- f. The Advisor of the student
- g. Class Representative
- h. Head – Administration Department

The decisions made by this committee is communicated to the student concerned, copy of the written decision is filed in the student's file and the punishment decided by the committee should be served by the student.

#### **Levels of Disciplinary Action, Responsible Authority**

- i. Verbal warning - Admin
- ii. Written warning – Admin (Maximum 2 written warnings)
- iii. Depriving the student of some privileges – Admin (1 to 2 weeks)
- iv. Preventing the student from attending SUC – Temporary Admin (Suspension not exceeding 7 working days)
- v. Suspending the student for more than 7 working days – Disciplinary Action Committee
- vi. Permanent expulsion from SUC – Disciplinary Action Committee
- vii. Canceling registration the academic degree given to the student
- viii. SUC Management can cancel the degree in case of any falsification or deceit information or records is discovered after the completion of degree

The level of disciplinary action will depend on the number of, and/or the extent of violation. Registrar & DYASS carries the right to apply any level of punishment depending on the seriousness of indiscipline act committed by the student.



### 3u: Independent study Policy

<b>Policy number</b>	<b>ADMN_POLICY_14</b>
<b>Policy name</b>	Independent study Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 3: Educational Programs
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	REGISTRAR

SUC offers Independent study for courses which are not offered or scheduled so as to facilitate students to complete the graduation requirement as per the course plan. SUC shall offer an independent study under following conditions:

1. The batch does not meet the minimum class size policy or the student unable to attend the regular class due to medical reasons or emergency duties of the government or in attendance of the parental obligations
2. SUC is unable to offer the course as a regular class
3. A student/(s) who is/are graduating within the academic year
4. Student is in good standing with the required CGPA to graduate
5. A maximum of 3 credits can be offered
6. Faculty member shall be allocated to the independent study students
7. Minimum of 15 contact hours for a three credit course needs to fulfilled as per schedule

The conduct of the course should maintain the same level of academic rigor, assessments and evaluation that fulfills the CLO requirement of the courses offered as a regular course.



## MOE STANDARD 4. RESEARCH AND SCHOLARLY ACTIVITIES

### 4. a RESEARCH SUPPORT

#### A. RESEARCH SUPPORT (RESEARCH, CONFERENCE PARTICIPATION/ INDUSTRY CONFERENCES, PUBLICATION, PROJECTS/CASE STUDIES)

<b>Policy number</b>	RESR_POLICY_01
<b>Policy name</b>	RESEARCH SUPPORT
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 4: Research and Scholarly Activities
<b>Policy owner</b>	RESEARCH AND SCHOLARLY ACTIVITIES COMMITTEE
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	VICE CHANCELLOR

#### i. Introduction

Research and Scholarly Activities committee will cover all research related activities of School of Business & IT, Skyline University College and will facilitate the Faculty members to perform as expected by the University. Research & Scholarly Activities Committee(RSAC) will also maintain a research culture in order to explore relevant research areas and identify funding opportunities for Faculty and Students.

#### ii. Purpose

The purpose of the RSAC is to create a research environment, improve paper publications, Participation in quality conferences and write cases/Project showcases /Business cases as required at graduate & post graduate levels.

#### iii. PUBLICATIONS, PATENTS, CONFERENCE AND OTHER RESEARCH OUTPUT/PARTICIPATION (ACADEMIC/ INDUSTRY)

##### a. Yearly Individual Faculty Member Research Target

Each faculty member in SUC has to achieve following minimum Research Point (RP) from their Research and scholarly activity as per their position.

Position	Total Research Points	Condition
<b>Lecturer</b>	8	A minimum 4 RP from categories 1-5 mentioned in evaluation criteria.
<b>Assistant Professor</b>	12	A minimum 7 RP from categories 1-5 mentioned in evaluation criteria.
<b>Associate Professor</b>	15	A minimum 12 RP from categories 1-5 mentioned in evaluation criteria.
<b>Professor</b>	20	A minimum 14 RP from categories 1-5 mentioned in evaluation criteria.

Percentage achieved by any faculty member will be the average of percentage score of Total Research Point Earned and percentage score of the condition. Average score will be calculated by dividing the faculty score by the minimum required score.



Example: An Assistant Professor with a total research points of 11 of which 5 are from category 1-5, average score will be:

$$(11/12 + 5/7)/2 = 81.5$$

All faculty members are expected to achieve a minimum of 80% under research and scholarly activity in their FES.

For Instructors and Senior Instructor, it is recommended to collaborate with other faculty members in writing research papers which will be considered for their promotion. The details of the same can be checked in the promotion policy.

## b. Evaluation criteria

**Table1: Publication evaluation criteria /Details of Research Points (RP)**

S.No.	Research and Scholarly Contribution	Total Effort Credit Points
1.	SCOPUS Q1 / ABDC Listed A* & A Graded Journals, IEEE Transactions & Letters/ IETE Level 1 /ISI/ SCI-Expanded	12
2.	SCOPUS Q2 / ABDC Listed B Graded Journals/ESCI (WOS) IEEE,IETE equivalent level 2 Journals	9
3.	SCOPUS Q3 / ABDC Listed C Graded Journals IEEE,IETE equivalent level3 journals/	7
4.	SCOPUS Q4 , American Society for Engineering Education/ Institute of Industrial Engineers, Inc./ Computing Sciences Accreditation Board	6
5.	Citations (in Scopus indexed journals for previous and current calendar years). Each 5 citations will be considered a one Unit	1
6.	Peer reviewed Journals (Non-Indexed)	2
7.	Journal publication with a co-author from one of the QS top 200 universities (points to be added in addition to the Total Efforts Credit Points as stated above as per journal's indexing)	4
8.	Cases published with any of the following reputed international case houses: HBS, Ivey, Babson, Dartmouth.	10
9.	Cases published with other reputed international case houses such as case center etc.	4
10.	Book (from reputed international/national publisher)	10
11.	Edited Book (from reputed international/national publisher)	5
12.	Book Chapters (Published internationally in an edited book from a reputed publishers i.e. IGI Global, Palgrave MacMillan etc.)	4
13.	Paper presented in national/International Conferences by reputed universities, associations etc. (Proceedings to be submitted to the research committee)	2
14.	Editorial work (Editor-in-chief, Associate editor, Article editor, Keynote speaker, Conference chair... etc.)	2
15.	Reviewed research paper for SCOPUS/ABDC/SCI/IEEE journals	.5 point for each paper reviewed



**Table 2: Project and Patent evaluation criteria**

Project (Consulting/Internal)	Working Model/Prototype of Product	Output as research paper	Out put of project as International /national award	Leads to startup	Student Involved in Start up
	8	As per Research publication of table A.	6-International 4-National	10	12
<b>Patents</b>	Patent filing	Patent awarded		Leads to start up from patent concept	Student Involved in Start up
	10	12		13	14

**c. Point sharing system**

**Research papers co-authored with faculty members not affiliated with SUC will get full Research Points, whereas as co-authored with SUC faculty member(s) will get RP as follows**

2 author article = 0.8 x score

3 author article = 0.6 x score

4 author article = 0.5 x score

Note: A maximum of four coauthors per paper is strongly recommended if all the authors are from SUC.

**iv. RESEARCH PROJECTS (PROJECT SHOWCASE)**

A research project is a scientific investigation, usually using scientific methods, to achieve defined objectives for the betterment of society

**Procedure**

- RSAC will invite proposals for carrying out research projects from the faculty members in groups which can have maximum no. of four members.
- RSAC will issue a notification in Sept first week and faculty members will submit their proposals by third week of Sept.
- Evaluation RSAC will review the proposals and finalize the proposal and submit to VC for final approval.
- By Oct first the RSAC will disseminate the decision of the selection of projects.
- Each project proposal will contain introduction, objectives, research methodologies, Schedules and timelines. Resources required, No. of publication expected in good quality journal, costing.
- All the expenses of the approved projects must be approved by RSAC, Registrar, DEAN's & VC as per the policy.
- One project can be carries out for maximum of two years
- Output of project measured in terms of participating in project showcase competition in national/international level or patent filing or research publication.



**Table 3 - Project Criteria - BSIT & BBA**

Position	Projects Showcase
Lecturer	Once in three years
Assistant Professor	Once in two years
Associate Professor	Once in two years
Professor	Once in two years

**v. Formal Procedure guidelines**

Dissemination of the scholarly work of the Faculty through appropriate peer reviewed channels is essential for the recognition of quality work. Contingent upon the availability of fund, SUC provides funds for presentation/ publication in significant Industry & academic conferences, seminars, and publications in good quality journals where Faculty members can share their scholarly and productive outputs. The grants may cover expenses associated with Faculty travel and conference registration fees up to a specified maximum amount. Faculty member can obtain the specified amount as per published policy at the onset of Academic Year. The amount can be acquired after the conference presentation or publication of paper preferably according to the set criteria by RSAC. This applies to all Faculty members who have completed the probation period and has minimum one year of continuous service at Skyline University College for conference participation. Faculty members have to publish at least one paper in Scopus index/ ABDC/ IEEE/ ACM etc., journals before applying for any conference. Faculty is eligible for publication fund from the day of joining organization provided publication is done in name of SUC. Faculty members who apply for reputed international conferences are required to complete following forms and submit to research department.

Faculty members must ensure to attach following documents to process the application.

**vi. Before proceeding to the Academic/ Industry Conference (National / International)**

Refer to the Conference Presentation Form (Appendix) in the end

<b>Research Topic:</b>
<b>Conference Theme:</b>
<b>The conference is refereed and ranked</b>
<b>Letter of Acceptance:</b>
<b>Dates of Conference:</b>
<b>National Conference / International Conference</b>
<b>Conference Venue: City/State/Country</b>
<b>Proof of Tentative Schedule of Travelling:</b>
<b>Proof of Abstract/full paper as mentioned in proceedings (if proceedings are available)</b>
<b>Informed the Administration department about the class arrangement and take written approval from the faculty who agreed to handle the classes</b>
<b>Faculty Cover Letter with request to visit for a Conference etc.</b>



**vii. After the Conference**

- a. Submission of proceedings/ or journal in case published by organizer
- b. Certificate of Presentation / Participation
- c. Registration invoice copy
- d. Presentation to Faculty members (SUC) if paper was presented/ Sharing of Conference/workshop experience if participated only.

**viii. Application through proper channel.**

Faculty members can formally apply by filling the specific form (conference presentation, conference participation) to the RSAC with all required documents as mentioned in the procedure. RSAC will review the application according to the standard as specified and if satisfied will be recommended and forwarded to VC for approval through Registrar and Deans. VC's office will review the application and will communicate its approval / not approval to HR department that will then be communicated to the concerned Faculty and Finance.

Note: Faculty member going for international conference must work on outreach activities such as visiting various universities, meeting university representatives, and explore possibilities of long term collaborations in areas of research and teaching.

**a. Procedure (Before the Conference):**

Faculty member will submit the required filled Conference form to research office. RSAC will review and give feedback to concern faculty member and then recommend to HRD for further process. HRD will coordinate with Registrar & DEANS for their approval & Comments. HRD will then forward to VC's Office for final approval. VC's Office will give final approval after which the form will get back to HRD.

**b. Procedure (After the Conference):**

Faculty member will submit all the required filled documents, invoices & other related papers as mentioned in the form to RSAC. RSAC will review and send to HRD for further process. HRD will coordinate with Finance department, Dean's Office for the reimbursement of Funds as per required criteria and Fund allocation. Once again the Final signed copy will get back to HRD and RSAC. HRD will communicate Faculty to contact for fund collection once ready.

**ix. Fund allocation and disbursement**

An amount of AED 18,000 per year (AED 90,000 for five years) will be allocated to each faculty for every academic year to carry out research activities, contingent on the availability of fund and as per the guidelines below.

**a. Research and publication**

An amount of AED 12000 per year will be allocated for research and publication activities every year and it will be contingent on RSAC recommendation and VC's approval (RSAC, Registrar, DEAN's & VC). This fund can be utilized for the purchase of databases, software, and other research requirements with proper justifications. These purchases will be coordinated by library and will belong to SUC. Faculty members are encouraged to publish in good quality journals and will be given higher weightage over conferences. Faculty member is eligible for publication fee up to max of AED 2000 annually. For the first publication faculty members will be eligible for only publication fee, if any. The awards will apply from the second publication onwards up to maximum of two awards per year.



### b. Conference (Academic/ Industry)

The SUC covers the expenses of a Conference presentation & participation for up to maximum of AED 10,000/- for international and AED 5000/- for GCC countries once in two years for Assistant- Professor and above Level and once in a three year for Lecturers. Faculty members are encouraged to participate as presenter only.

1. The amount will be paid after the conference.
2. The Faculty members are required to give presentation after the completion of the conference, failing to do so the Conference participation will not be calculated in the faculty evaluation research criteria (FES).
3. Faculty members will be supported on Local, Regional and International Conferences.
4. Per Diem allowance will also be given to Faculty as per conference days in the following categories:

Table 4 – Conference fund break up

S. No.	Region	Fund (AED)	Registration	Air Ticket	Per diem (AED)(Accommodation, food & Transportation)	Conference Leaves (Days)
1.	UAE	2000	TBD	TBD	200	2
2.	GCC countries	5000	“	“	400	3
3.	Asian Countries & Far eastern	10000	“	“	700	4
4.	International conference (Europe, North/South Ame/RSACa and Australia & NZ )	10000	“	“	1000	5

Note: Registration and Air ticket reimbursement on actuals and should be within the allotted conference fund as per the policy.

#### Leave Policy for presenting papers in National / International Conferences (Academic/ Industry).

Faculty members can avail fixed leave as per Skyline University policy for Conference participation as presenter.

- Two working days for Conferences in UAE (For morning sessions only)
- Three working days for Conferences in GCC
- Four working days for Conferences in Asian Countries & Far eastern.
- Five working days for Conferences in Europe, North/South America and Australia & NZ

**Note:** Above leave is applicable only once in any academic year.

### c. Projects (Project Showcase)

An amount of AED approx. 100,000 per year for all faculty members will be allocated for project activities every year and it will be contingent on RSAC recommendation and VC's approval (RSAC, Registrar, DEAN's & VC)





### Procedure

1. RSAC will invite proposals for carrying out research projects from the faculty members in groups which can have maximum no. of four members.
2. RSAC will issue a notification in Sept first week and faculty members will submit their proposals by third week of Sept.
3. Evaluation RSAC will review the proposals and finalize the proposal and submit to VC for final approval.
4. By Oct first the RSAC will disseminate the decision of the selection of projects.
5. Each project proposal will contain introduction, objectives, research methodologies, Schedules and timelines. Resources required, No. of publication expected in good quality journal, costing.
6. Funding amount per project will be approved by RSAC, Registrar, DEAN's & VC based on the project proposal and requirements.
7. One project can be carries out for maximum of two years
8. Output of project measured in terms of participating in project showcase competition in national/international level or patent filing or patent received.

**Note:** Subject to availability of fund and approval of EC funds can be transferred among research & publication, conference and Projects.

**Table-5 Faculty member's Research Funds per year**

RESEARCH AND CONFERENCE* PUBLICATION	PROJECTS**	GRAND TOTAL***
<b>TOTAL FUND AVAILABLE</b>		
<b>BBA, MBA &amp; BSIT</b>		
<b>12000****</b>	<b>3000</b>	<b>3000</b>
		<b>18000</b>

**Note:**

\* 2 conferences in 5 years (maximum AED 15000). One international conference (AED 10000) and one regional conference (AED 5000).

\*The two conferences can also be international conferences but the amount for the second conferences will be of regional conference (AED 5000).

\*\* Faculty will form into groups and apply for project fund an amount of AED 100,000 will be allotted every year as per policy

\*\*\* A faculty can avail maximum of AED 18000

\*\*\*\* Faculty can obtain maximum reward for two publications in a year as per the Table – 6 below

Award for publication is part of the research and publication fund.

The awards will be applicable from the second Scopus publication

Faculty member is eligible for publication fee up to max of AED 2000 annually

x. **External Research & Consultancy**

Experienced and senior researchers will be encouraged and supported to attract external research funds into the University and such employee will be appreciated publicly in the University and paid honoraria commensurate (70%-Individual 30%-SUC in case employee arranges for the consultancy and 70%- SUC 30% individual in case



SUC arranges for consultancy) with the values of the grants. In addition to the above sources, the University would devote a certain percentage of its internally generated revenue (such as through endowment funds, short-term training workshops, business ventures, etc.) to the support of worthwhile Project proposals, whose outcome will significantly contribute to society developmental and industrial growth.

## **xi. RESEARCH OUTPUT CATEGORIES**

### **i. Definition of Research**

Research is defined as the creation of new knowledge and/or the use of existing knowledge in a new and creative way so as to generate new concepts, methodologies and understanding. This could include synthesis and analysis of previous research to the extent that it leads to new and creative outcomes. This definition of research is consistent with a broad notion of RSAC as comprising of creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of business, technology, humanity, culture and society, and the use of this stock of knowledge to devise new applications. This definition of research encompasses pure and strategic basic research, applied research and experimental development. Applied research is original investigation undertaken to acquire new knowledge but directed towards a specific, practical aim or objective (including a client-driven purpose).

### **ii. JOURNAL ARTICLES**

To be included in this category, the publication must meet the SUC definition of research and:

1. Must be published in a scholarly journal
  2. Must be a research published in the current collection year and the year of publication must be stated within or on the work being claimed with the exception of the expanded year of publication
  3. Must have been peer-reviewed and Scopus indexed/ ABDC/ ACM/ IEEE etc.
- The journal articles must be Scopus indexed and can meet the criteria include:

1. Critical scholarly texts which appear in article form
2. Articles reviewing multiple works or an entire field of research
3. Invited papers in journals
4. Articles in journals which are targeted to both scholars and professionals
5. Articles in a standalone series
6. Book reviews
7. Case studies

## **xii. CONFERENCE PROCEEDINGS**

- a. To be included in this category the conference publication must meet the SUC definition of research and
  1. Be published in full. The papers may appear in a number of different formats, e.g. a volume of proceedings, a special edition of a journal, a normal issue of a journal, a book or a monograph, CD-ROM or conference or organizational website



2. Must be research published in the current collection year, and the year of publication must be stated within or on the work being claimed with the exception of the expanded year of publication
3. Be peer reviewed
4. Be presented at conferences, workshops or seminars of national or international significance available to the wider audience
5. The author must be affiliated with the SUC or claiming institution

- b. **Keynote speech** and invited papers may be included where all other papers for the conference are peer reviewed.

The types of conference publications that are unlikely to meet the criteria include papers that appear only in a volume handed out to conference participants.

c. **Verification Requirement**

Please send this documentation direct to the RSAC

- d. Complete copy or offprint of paper
1. Complete photocopy of table of contents, preface, introduction and pages showing all bibliographical information as appropriate (ISBN or ISSN, authors(s), editor, publisher and all dates referring to copyright, publication, printing and distribution)
  2. Proof of national or international significance if not clearly shown in documents above. National/international significance of a conference may be indicated by the presence of interstate/international speakers, or a listing of previous conference venues showing that the conference is held in a range of national/international locations, and
  3. Evidence indicating the author's affiliation to the SUC or any institution. By-line or footnote or statement in publication indicating research undertaken in author's capacity as a staff member.
  4. if a Keynote address, evidence of this and evidence that all other conference papers were peer reviewed
  5. proof of peer review
  6. Proof of peer review can be in the form of a:
    - 6.1. statement in proceedings that full papers are refereed, or
    - 6.2. statement from conference organizer/editor, or
    - 6.3. copy of assessment showing assessment made on full paper

a. **BOOKS & BOOK CHAPTERS**

To be included in this category the publication must meet the SUC definition of research and:

1. Must be a major work of scholarship
2. Must be research published in the current collection year, and the year of publication must be stated within or on the work being claimed with the exception of the expanded year of publication
3. Must have an International Standard Book Number
4. Must be written entirely by a single author, or by joint authors who share responsibility for the whole book



5. Must have been published by a commercial publisher, or if not published by a commercial publisher, must have been peer reviewed

**b. Verification Requirements**

Please send verification documentation directly to the RSAC

1. Complete photocopies of the table of contents, preface, introduction and pages showing all bibliographical information (ISBN, author(s), publisher and all dates referring to copyright, publication, printing and distribution)
2. Evidence indicating the author's affiliation to the SUC or claiming institution.
3. By-line or footnote or statement in publication indicating research undertaken in author's capacity as a staff member or student of the university.

**xiii. STRATEGIC RESEARCH PERFORMANCE CATEGORIES**

Following the release of the SUC Strategic Plan, the following categories of research activity items were added to the collection, to capture progress towards the targets set down in the Strategic Plan for the key performance indicators of ***International Linkages*** and ***External Collaborations***:

- a. Invited Keynote Addresses at International Conferences
- b. Editorial Board Memberships of International Journals
- c. Overseas Research Visitors
- d. Guest Editorship of a Special Edition of a Refereed Journal
- e. International Research Collaborations (Top 200 QS ranked universities)
- f. National Research Collaborations

**xiv. RESEARCH REQUIRMENTS FOR FACULTY PROMOTIONS**

SUC faculty member applying for promotion to the next level should have consistently scored 85% and above in Research and Scholarly Activity in past three years. SUC Promotion Policy for Faculty member will be applicable. For details refer Promotion policy.



## B. RESEARCH REWARD AND AWARD

<b>Policy number</b>	<b>RESR_POLICY_02</b>
<b>Policy name</b>	RESEARCH REWARD AND FUND
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 4: Research and Scholarly Activities
<b>Policy owner</b>	RESEARCH AND SCHOLARLY ACTIVITIES COMMITTEE
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	<b>VICE CHANCELLOR</b>

SUC has a tradition to appreciate Faculty members on outstanding performance in Research. RSAC will evaluate Faculty on their achievements in Research paper publications in every academic year and nominate the top scorer for the reward. The RSAC will forward the details of performance to VC's office. In Case, if two Faculty members have stood same in the research performance, then the RSAC will recommend the highest category publication as stipulated in by high impact factors journals. The Best Faculty Award for Research will be recommended in the end of every academic year as per the quality of papers and SUC standards, which includes, cash, memento, and appreciation letter. The quality of journals along with the number of publications will be taken into consideration for rewards to ensure that faculty members are publishing in good quality journals

The faculty members are also rewarded for research publications in SCOPUS indexed journals. The reward will be considered and given for the second and third SCOPUS indexed publications as per the table given below.

**Table 6 – Reward for Research Paper Publication**

Scopus Journals	Amount
Q1	AED 5000
Q2	AED 4000
Q3	AED 3000
Q4	AED 2000

Faculty members need to apply for reward in the prescribed format immediately after the publication of the second/third article to the respective Dean. Only published papers will be considered for awards and rewards purpose. A second or third published paper will be considered for one reward only and only one author should claim for the reward.

In case of internally co-authored articles, to get the reward, one of the following conditions should be met:

- The number of already published articles within the academic year excluding the article subject to the reward should be equivalent to the number of authors if it is the first reward and double the number of authors if it is the second reward.
- First author only will be rewarded if he is the first author of the first/and second article.

Faculty member can apply for publication fee for research papers in a year for SCOPUS indexed journals, for a maximum amount of AED2000 only in prescribed form latest by 15<sup>th</sup> June. If co-authors are from other institutions, publication fee will be paid proportionately. Application form for reward and publication fee will be reviewed by RASC and recommended by the respective Deans to Registrar and VC for approval



### C. RECRUITMENT SELECTION BASED ON RESEARCH EXPERIENCE

<b>Policy number</b>	<b>RESR_POLICY_03</b>
<b>Policy name</b>	RECRUITMENT SELECTION BASED ON RESEARCH EXPERIENCE
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 4: Research and Scholarly Activities
<b>Policy owner</b>	RESEARCH AND SCHOLARLY ACTIVITIES COMMITTEE
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	<b>VICE CHANCELLOR</b>

Recruitment committee will seek RSAC's assistance for the review of the candidate profile, if required. Research Committee is involved in the Faculty Recruitment process to review the research & publications work of the potential candidate. Based on the recruitment criteria, RSAC will do detailed analysis of faculty research and forward report to HRD. Below are the criteria for the recruitment selection based on the research experiences of the candidates.

**Table 7 – Research criteria for the recruitment selection**

<b>Designation</b>	<b>Research Publication + Conference Presentation (Refereed Publications A &amp; B Category + Conference in last 4 yrs.)</b>	<b>Total Research Publication + Conference Presentation</b>
<b>Professor</b>	10+3	15
<b>Associate Professor</b>	3+2	10
<b>Assistant Professor</b>	3+2	7
<b>Lecturer</b>	1+1	1
<b>Sr. Instructor</b>	NA	NA
<b>Instructor</b>	NA	NA



#### D. EVALUATION OF RESEARCH & SCHOLARLY ACTIVITIES FOR PROBATION CONFIRMATION

<b>Policy number</b>	<b>RESR_POLICY_04</b>
<b>Policy name</b>	EVALUATION OF RESEARCH AND SCHOLARLY ACTIVITIES FOR PROBATION CONFIRMATION
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 4: Research and Scholarly Activities
<b>Policy owner</b>	RESEARCH AND SCHOLARLY ACTIVITIES COMMITTEE
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	<b>VICE CHANCELLOR</b>

RSAC is responsible for review of faculty Research for their probation review in terms of Research Plan. RSAC will recommend the confirmation of Faculty member on any evidence of scholarly work such as publication, conference participation, internal document or case study. This can be with single/double author. Since six months are not enough to produce any research work but can be if it is already in progress. RSAC will recommend on any work in progress or any organized document in form of paper, case, project award and article.

#### E. MOU'S WITH OTHER INSTITUTIONS FOR COLLABOARTIVE RESEARCH

RSAC will initiate some MOUs based on the requirement of SUC and academic collaboration, research collaboration, project collaboration with other reputable Universities, Research organization, Industries in UAE and outside.

### 4. b ETHICAL RESEARCH POLICY

<b>Policy number</b>	<b>RESR_POLICY_02</b>
<b>Policy name</b>	ETHICAL RESEARCH POLICY
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 4: Research and Scholarly Activities
<b>Policy owner</b>	RESEARCH AND SCHOLARLY ACTIVITIES COMMITTEE
<b>Date of recent modification</b>	21 JULY 2019
<b>Verified by</b>	<b>VICE CHANCELLOR</b>

The Ethical Research policy includes, as appropriate, regulations on the copyright issues.

#### A. INTRODUCTION

SUC expects all faculty members engaged in research activities to adhere strictly to ethical practices in Collecting, Analyzing and Presenting Data and present conclusions as per internationally acceptable standards. Any deviations from the policy are strictly dealt with by the disciplinary action RSAC of SUC. It is also required that any scholarly work that is produced by a member of SUC faculty is free of any unfair practice. In SUC, the policy on human subjects in research relates to seeking permissions to be a part of sample voluntarily and respects the rights and welfare of human subjects which are covered under the ambit of legal and privacy requirements of the region.

#### B. PURPOSE

To ensure the legal rights, privacy, dignity and cultural compliances, laws of decency related to human subjects are strictly adhered by the researches permitted by SUC.



#### **C. FORMATION OF THE DISCIPLINARY ACTION COMMITTEE**

Based on the requirements VC will appoint an adhoc basis committee consisting members from RSAC, Subject experts and any other administrative member of University.

#### **D. RESPONSIBILITY OF A RESEARCHER**

1. Ensure all researches emanating from SUC seek prior permissions from the human subject to be a part of the sample and same should be documented.
2. Ensure all the data collected from the research subject comply with the privacy laws and should be exclusively used for research purpose only
3. Ensure the information relating to the subject may be revealed only to Government officials subject to order from the court.
4. Ensure only trained investigators will be permitted to be the part of the survey team.
5. Ensure compliance to the cultural sentiments of the region.
6. Regularly monitor the research process.

#### **E. FUNCTIONS OF THE DISCIPLINARY ACTION COMMITTEE**

All unethical issues related to the faculty research and publications are dealt by Disciplinary Action Committee. In this regard, the Disciplinary Action Committee shall comprise of the VC, EC members, RSAC chair and a representative of faculty.

#### **F. PROCESS FLOW OF DISCIPLINARY ACTION**

- i. To receive factual statement of the unethical practices in faculty research
- ii. To seek written explanation from the concerned employee under question
- iii. To initiate an enquiry and conduct a thorough investigation into the matter
- iv. To collect evidences or facts in the process of enquiry and investigation
- v. Report the findings to VC for review and decision making
- vi. VC will decide the appropriate action as per the policies of SUC and communicates to HR for necessary action
- vii. HR will implement the recommended action (Warning etc.)

#### **G. RESPONSIBILITIES OF THE FACULTY**

To follow ethical practices in collecting, analyzing and presenting data and present conclusions as per internationally acceptable standards





#### 4. c. Student Involvement in Research

<b>Policy number</b>	<b>RESR_POLICY_03</b>
<b>Policy name</b>	Student Involvement in Research
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 4: Research and Scholarly Activities
<b>Policy owner</b>	RESEARCH AND SCHOLARLY ACTIVITIES COMMITTEE
<b>Date of recent modification</b>	<b>21 July 2019</b>
<b>Verified by</b>	<b>VICE CHANCELLOR</b>

SUC is committed to inculcate research orientation among the students irrespective of the programs they join.

##### **A. Programs and courses**

BBA Students are required to complete a course on Business Research Methods and MBA students are required to complete a course on Research Methods for Business Decision Making as part of their curriculum. In these courses, they are not only taught theory and practices of contemporary research but are expected to do research in small groups as part of the assessment. Students submit a written report and make oral presentations after completing the research work. Apart from these specific courses on research, students are also given minor projects based on research inputs in other core and major courses.

In the BSIT- program, courses such as Innovation, Big Data Analytics and Computing project require students to do research.

##### **B. Events and activities organized by SUC**

SUC organizes student seminars every semester, in which students are encouraged and mentored by the faculty members to participate and present their research work. Participating students are judged and given prizes and certificates. SUC also organizes Innovation Exhibition where students are encouraged to research and create innovative models which are displayed in the exhibition.

##### **C. Participation of students in external competition**

Students at SUC are encouraged to participate in various competitions conducted at the National level such as Undergraduate Research Competition in Abu Dhabi, Sharjah Sustainability Award and Dubai Innovation Week.

#### 4. d. Commercialization of Research Output.

***SUC is currently not involved in the Commercialization of Research Output.***



## MOE STANDARD 5. FACULTY AND PROFESSIONAL STAFF

### 5. a. FACULTY AND PROFESSIONAL STAFF ROLE

<b>Policy number</b>	<b>HUMR_POLICY_02</b>
<b>Policy name</b>	FACULTY AND PROFESSIONAL STAFF ROLE
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	15 April 2020
<b>Verified by</b>	DYASS & REGISTRAR

### FACULTY ROLE

#### A. ACADEMICS RIGHTS & RESPONSIBILITIES

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

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

#### B. FACULTY RIGHTS

##### i. NON DISCRIMINATORY APPROACH

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

##### ii. PURPOSE

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

##### iii. PROCEDURE



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

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

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

### **C. ACADEMIC FREEDOM**

Academic freedom is the freedom to teach and conduct research in an academic environment.

Academic freedom is fundamental to the mandate of universities to pursue truth, educate students and disseminate knowledge and understanding.

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

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

### **D. GENERAL RESPONSIBILITIES**

#### **i. ACADEMIC RESPONSIBILITIES TOWARDS STUDENTS**

##### **a. General academic responsibilities:**

1. To encourage students' free and fair pursuit of learning
2. To strive for the best scholarly standards of the discipline
3. To demonstrate respect for the student as an individual
4. To play the role of effective guide and advisor
5. To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflects their true merit
6. To respect students' privacy
7. Faculty Members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
8. Faculty Members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
9. Faculty Members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
10. Faculty Members are entitled to freedom in the classroom in discussing their subject, but they should be careful not to introduce into their teaching inappropriate matter or matter that has no relation to their subject.
11. Faculty Members must maintain respect for the student's role as a learner.
12. Faculty Members must evaluate students on the merit of their academic performance.



13. Faculty Members must be available at reasonable intervals to students for consultation on course work.
14. Faculty Members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.
15. Faculty Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & SUC community.
16. Faculty Members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. The same will be treated as Breach of contract which will lead to immediate termination with forfeiting of all benefits accrued till then.
17. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Vice Chancellor. If any such incident, it will be considered as a Breach of Contract and will lead to immediate termination with forfeiting of all benefits accrued till then

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

1. The faculty members need to orient the students about SUC Academic Integrity and Plagiarism policy at the beginning of every semester
2. Provide necessary clarification when students approach them with regards to issues related to plagiarism
3. Faculty members should evaluate the academic work submitted by the students and penalize for any unacceptable amount of plagiarism found in the work submitted by the students as per the Academic Integrity and Plagiarism policy
4. Other academic offenses such as presenting false credentials, cheating, facilitating academic dishonesty, collusion, fabrication of data, deception and sabotage should be immediately reported to the concerned authorities and appropriate actions to be taken based on the severity of offense as per the Academic Integrity and Plagiarism policy  
Please refer Academic Integrity and Plagiarism policy for more details

**ii. FACULTY RESPONSIBILITIES TOWARDS SUC**

**a. PROFESSIONAL CONDUCT**

To ensure professional work environment at SUC, Faculty Members must subscribe to high standards of professional conduct. Membership in the academic community imposes upon the students, Faculty Members and administrators an obligation to respect the dignity of others, to acknowledge their right to express differing opinion and to foster and defend intellectual honesty, freedom of enquiry and instruction, and free expression. Faculty Member must comply with the standards and principles of conduct set forth in this Policy & Procedure Manual. Faculty Member will be informed promptly by Dean in written of any allegation of unprofessional conduct made against him/her. Complaints of unprofessional conduct, professional dishonesty, lack of professional integrity, professional unethical behavior will be investigated and appropriate action taken.

1. Faculty Members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, Faculty Members must show due respect for the opinion of others.
2. Faculty Members must acknowledge the academic contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.



3. The Faculty member shall at all-time faithfully serves Skyline University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of SUC.
4. Faculty are engaged in reviewing the programs and work towards development of contents of the curriculum and also participate in developing new curriculum for proposed programs and courses.
5. The faculty members apart from their teaching theoretical aspects of the course are also required to supervise and guide the instructor and students for lab works.
6. Faculty members shall participate in search and recruitment of faculty members appropriate to area of specialization. They are expected to be a part of screening committee, interviewing committee and evaluation of peers
7. Non-residential faculty is also required to perform all the roles and responsibilities of full time faculty with respect to their area of specialization
8. All faculty members are expected to be a part of IE committee and contribute to streamlining the operations and improve the effectiveness of academic planning and delivery
9. The Faculty member agrees to obey promptly all directions and lawful orders given by the Vice Chancellor or his nominee.
10. The Faculty member shall not at any time whether during or after the termination of the agreement impart or disclose any information as to the business or affairs of SUC to anyone other than as directed by or with the consent of the Vice Chancellor or his nominee in so far as may be required by a court of competent jurisdiction. The Faculty member shall uphold the interest of SUC to the best of ability and shall do nothing to prejudice them at any time whether during or termination of agreement.
11. In case of termination of his services, the Faculty member will not take up any employment or start any business, which would directly or indirectly affect the business of SUC for a minimum period of one year.
12. The Faculty Member's job profile includes additional administrative duties, maintaining students, academic and other records physically and in system, allocate time for solving student problems related to the subject, invigilation duties, as well as advising services to the allocated students. In addition to the allocated teaching hours Faculty is required to carry all other administrative task allocated.
13. The Faculty Member are required to follow the established Faculty Evaluation System of the SUC, Meeting the deadlines based on the Academic Calendars, submission of course files and course teaching allocated on each semesters.
14. To maintain regular communication with the Group Leader, Dean and Vice Chancellor of SUC.
15. To be familiar with the SUC Policies and Procedures and abide by them at all times.
16. To have an understanding that SUC provides Academic Calendar, and reserves the right to postpone, amend, or cancel classes if the minimum class size policy is not met by giving an appropriate notification in advance. In this case the allocated courses will be changed on prior notice.
17. All copyrights and/or design rights in any work created in the course of or under this agreement shall belong to SUC.
18. The Faculty Member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.
19. Faculty members are discouraged to defame colleagues or involve in any act of disparaging SUC.
20. Faculty members are required to participate in activities in promoting SUC which includes plan and conduct of Seminars and workshops and participates in exhibitions as assigned by the Vice Chancellor from time to time.



#### **E. PRESENCE & ABSENCE AT WORK PLACE**

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

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

#### **F. NON DISCRIMINATORY APPROACH**

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

##### **i. Purpose**

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

##### **ii. Procedure**

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

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

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

#### **G. PROFESSIONAL ETHICS & RESPONSIBILITIES**

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

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

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



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

- i. Academic integrity is the essence of intellectual life. SUC promotes highest standards of honesty in teaching and research as Members of a community committed to advancement of knowledge.
- ii. Faculty Members of the academic community are expected to conduct themselves with integrity as a matter of principle. All scholars and researchers at SUC are responsible for upholding the following principles:
  - a. Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
  - b. Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
  - c. Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.
  - d. Faculty Members must use funds designated for research purposes in prescribed manner.
  - e. Faculty Members must reveal to the SUC, sponsors, journals or funding agencies any potential or actual conflict of interest – financial or otherwise that might influence their decisions while reviewing manuscripts, conducting research or seeking permission for undertaking work supported, assisted or supported by outside sources.
  - f. Each Full-time Faculty Member owes primary professional responsibility to the SUC and must avoid outside obligations, financial interests, gifts or employment that can affect the objectivity of their decisions as a Member of the SUC community.
  - g. Faculty Members must recognize that their primary responsibilities are to the SUC when they determine the amount
  - h. (if any) and character of work done outside the SUC. Such outside work must be consistent with SUC regulations. When Faculty Members follow subsidiary interest, these must never compromise their freedom to draw intellectually honest conclusion.
  - i. The fundamental responsibilities of Faculty Members as scholars include maintenance of competence in one's field of specialization and exhibition of such professional competence in classrooms, library and in public arenas of such activities as discussions, lectures, consulting, publications or participation in professional organizations and meetings.
  - j. Faculty Member's ethical obligations and responsibilities to the public:  
The demonstration of professional integrity by Faculty Members includes recognition that the societies at large judge the profession and the SUC by one's statements and behavior therefore they have to maintain professional integrity and demonstrate good code of conduct.
  - k. Faculty Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large expressing different opinions, and make every effort to indicate that they are speaking or acting on behalf of the SUC when speaking or acting as private persons.



## H. FREEDOM OF EXPRESSION

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

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

## I. OUTSIDE EMPLOYMENT

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

## J. PROHIBITION OF HARASSMENT

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

### i. Sexual Harassment

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

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

### ii. General Persecution

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





**iii. Procedure**

When any employee believes that he/she has been subjected to prohibited harassment or has questions concerning the policy, he/she must notify the Head HRD immediately. Employees are encouraged to report potential harassment before it becomes severe or pervasive. Reports will be investigated impartially and appropriate corrective action if any will be taken including discipline for inappropriate conduct. Complaints will be handled confidentially, except as may be necessary for investigation and resolution. This policy prohibits retaliation, harassment or other adverse action because of making a complaint, assisting in an investigation, opposing harassment or otherwise exercising rights protected by law.

**K. CONFIDENTIAL INFORMATION**

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

**i. Employment Information**

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

**ii. Employer Information**

Faculty members may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card numbers, and similar documents. Such confidential information shall be used solely by Faculty members in the performance of their job duties for SUC. Faculty members shall not, without the prior written consent of SUC, use, disclose, divulge, or publish to others any such confidential information acquired in the course of their employment. Such confidential information is the exclusive property of SUC and under no circumstances whatsoever shall employees have any rights to use, disclose or publish to others such confidential information subsequent to the termination of their employment.

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

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

**All information that:**

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



## ACADEMIC SUPPORT STAFF RESPONSIBILITIES

Duties of Staff Members consist of responsibilities assigned by the Vice Chancellor and/or appropriate administrative authority, such as Head HR, Heads of Departments, DYASS etc. as prescribed in the Job Description. Normally, duties and responsibilities will be related to the administrative area and Department where the Staff Member is assigned to work.

### A. RESPONSIBILITIES AS STAFF:

- i. The Staff member shall at all-time faithfully serves Skyline University College and uses his utmost endeavors to promote its interests. He shall not directly enter or engage in any other employment service, business or speculation, whatsoever which is in direct competition to the affairs of SUC.
- ii. The Staff member agrees to obey promptly all directions and lawful orders given to an individual as per the organization schedule and activities.
- iii. The Staff member shall not at any time whether during or after the termination of the contract impart or disclose any information as to the business or affairs of SUC to anyone other than as directed by or with the consent of the Dean or his nominee in so far as may be required by a court of competent jurisdiction. The Staff Member shall uphold the interest of SUC to the best of his ability and shall do nothing to prejudice them at any time whether during or termination of contract.
- iv. In case of termination or resignation before her contract period of her services, The Staff member will not take up any employment with a competitor or start any business, which would directly or indirectly affect the business of SUC for a minimum period of one year.
- v. In case of Staff member is joining competitor after completion of her contract period, she needs to give non-disclosure undertaking to SUC before the release is given to the employee.
- vi. To be familiar with the SUC Policies and Procedures and abide by them at all times.
- vii. All copyrights and/or design rights in any work created in the course of or under this contract shall belong to SUC.
- viii. The Staff member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.

Staff Members are expected to devote their energies in developing and improving their administrative competence. All staff members must accept the obligations to exercise critical self-discipline and judgment in using, extending, and transmitting information and practice intellectual honesty.

As administrators, Academic Support Staff Members are responsible for the following:

- To facilitate student's pursuit of learning
- To strive for best standards of the student services
- To demonstrate respect for the student as an individual
- To adhere to the proper role of guide and advisor
- To respect students' privacy
- To notify promptly to the HRD or Head of Department or Vice Chancellor whenever emergencies such as illness or accident prevent maintaining official work schedule.
- To be committed in discharging their duties primarily on campus of SUC and other sites when required by SUC
- To facilitate students' orientation as and when required.
- To project positive image of SUC to community and stakeholders

### B. STAFF MEMBER RESPONSIBILITIES TOWARDS SUC



i. **PROFESSIONAL CONDUCT**

To ensure a professional and idealistic work environment, all Staff Members must adhere to high standards of conduct, such as honesty, integrity and ethical behavior. The Staff Members and administrators have an obligation to respect the dignity of others, free expression of differing opinions and to inculcate and defend intellectual honesty, freedom of enquiry and instruction. Staff Members must comply with the standards and principles of conduct set forth in this Handbook. Complaint of unprofessional conduct is subject to investigation. The Staff Member will be informed promptly by Head HR of any allegation of unprofessional conduct carried out with a verbal warning to avoid any such incidence in future.

ii. **PRESENCE AT WORK PLACE & ABSENCE**

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

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

iii. **NON DISCRIMINATORY APPROACH**

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

### PURPOSE

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

### PROCEDURE

Employees subjected to prohibited discrimination or harassment should immediately report the incident to the HOD. The HOD in turn must immediately inform the Human Resource Department in writing about the incident for investigation. If one of the parties involved in discrimination is HOD, the incidence may be reported in writing to Head HR or DYASS.

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



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

iv. **PROFESSIONAL ETHICS**

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

v. **FREEDOM OF EXPRESSION**

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

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

vi. **ETHICS & RESPONSIBILITIES**

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

**a. Staff Member's ethical obligations and responsibilities to students' of SUC.**

- Staff Members must seek to induce high moral values in students, including honesty, integrity and inculcate the free spirit of learning.
- Staff Members must act professionally in their relationships with the student.
- Staff Members must exercise critical self-discipline and judgment in using, extending and transmitting information.
- Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of students.
- Staff Members must not accept from students any gifts or advantages for in return for discharging his/her responsibilities. No employee shall solicit or accept for personal use, or for the use of others, any gift, favor, loan, gratuity, reward, promise of future employment, or any other thing of monetary value that might influence or appear to influence the judgment or conduct of the employee in the performance of his/her job. An employee can be exempted from the restrictions in this paragraph by Vice Chairman/COEC as to a specified gift or favor. The exemption must be in writing and include sufficient justification.

**b. Staff Member's ethical obligations and responsibilities to other Members of SUC's community.**



- Staff Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of SUC community
- Staff Members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, Staff Members must show due respect for the opinion of others
- Staff Members must acknowledge the contributions of others, strive to be objective in their professional judgment of colleagues and accept their responsibilities for contributing towards the governance of the institution.

**c. Staff Member's ethical obligations and responsibilities to SUC as an institution.**

- Staff Members must recognize that their primary responsibilities are to SUC and therefore are prohibited to work (even for free) during the official working hours of SUC. Official approval from Dean or his nominee is required for engaging in any work outside SUC. Such outside work must be consistent with SUC regulations.
- Staff Members must not reveal any information or data he/she might know as part of the job.
- Staff Members must not falsify, change - records, certifications, signatures which they may be privy to.
- Staff Members are prohibited to keep (take custody of) records of SUC for personal use.
- When considering termination of service, Staff Members must consider the impact of their decision on SUC and must give at least 16 week notice in advance of their intention.

**d. Staff Member's ethical obligations and responsibilities to the public.**

The demonstration of professional integrity by Staff Members includes recognition that the societies at large judge the profession and SUC by one's statements and behavior. Hence the fundamental responsibilities of Staff Members as administrators include maintenance of professional competence in day-to-day administration of SUC and when participation in professional organizations and meetings. Staff Members must strive to be accurate, exercise appropriate restraint, be willing to listen and show respect to Members of the society at large expressing different opinions, and make every effort to indicate that they are not speaking or acting on behalf of SUC when speaking or acting as private persons.

**vii. OUTSIDE EMPLOYMENT**

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

**viii. PROHIBITION OF HARASSMENT**

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

**a. Sexual Harassment**

Sexual harassment is defined as unwelcome sexual advances, request for sexual favors, and other verbal or physical conduct of a sexual nature when submissions to such conduct is either explicitly or implicitly a term or condition of an individual's



employment, submission or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or such conduct has a purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

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

#### **b. General Persecution**

General Persecution is verbal or physical conduct that denigrates or shows hostility or aversion to an individual because of gender, race, color, religion, age, national origin, disability or any basis prohibited by law, when such conduct has the purpose or effect of unreasonably interfering with an employee's work performance, creating an intimidating, hostile or offensive work environment or otherwise adversely affecting an individual's employment opportunities.

Harassment may include but is not limited to verbal abuse, ridicule including slurs, epithets and stereotyping, offensive jokes and comments, threatening, intimidating or hostile acts and displaying or distributing offensive materials, writings, graffiti or pictures.

#### **Procedure**

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

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

#### **ix. CONFLICT OF INTEREST**

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

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



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

- Accept or solicits a gift, favor, or service from an individual, business, or other party involved, or potentially involved, in a contract or transaction with SUC.
- Accept, agree to accept, or solicits money or other tangible or intangible benefit in exchange for the exercise of official powers or the performance of official responsibilities
- Accept employment or compensation or engage in any business or professional activity that might require disclosure of the information to SUC.
- Accepts other employment or compensation that could reasonably be expected to impair the individual's independence of judgment in the performance of official duties.
- Makes personal investments that are contrary to SUC interests

x. **CONFIDENTIAL INFORMATION**

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

- a. **Employment Information** -The details of an employee's terms of employment and compensation should be treated as confidential matters and not disclosed to other employees, students, their spouses or parents, except as necessary.
- b. **Employer Information** - Employees may, by virtue of their employment with SUC, obtain access to sensitive, confidential, restricted and proprietary information about SUC, including but not limited to financial records, customer/student records and files, referral or mailing lists, credit card numbers, and similar documents. Such confidential information shall be used solely by employees in the performance of their job duties for SUC. Employees shall not, without the prior written consent of SUC, use, disclose, divulge, or publish to others any such confidential information acquired in the course of their employment. Such confidential information is the exclusive property of SUC and under no circumstances whatsoever shall employees have any rights to use, disclose or publish to others such confidential information subsequent to the termination of their employment.

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

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

All information that:

1. Is or has been acquired by the employee during, or in the course of your employment, or has otherwise been acquired by the employee in confidence,



2. Relates particularly with SUC business or that of the other person with whom employee have dealing of any sort.
3. Has not been made public shall be confidential, and employee shall not at any time, whether during the course of work or after separation with SUC, disclose such information to any person without written consent of concern authority.

## 5. b EMPLOYMENT POLICY

<b>Policy number</b>	<b>HUMR_POLICY_03</b>
<b>Policy name</b>	EMPLOYMENT POLICY
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	15 April 2020
<b>Verified by</b>	DYASS & REGISTRAR

HRD is committed to offer equal opportunities of employment at all levels without discrimination based on race, gender, religion or national origin. The recruitment of capable employee to meet the objective and acquired talented and qualified employee.

### A. SEARCH & APPOINTMENT

#### i. EC:

The Executive Council (EC) of SUC is responsible for implementation of the vision, mission, goals and strategies of the institution which are approved by the board. The Executive council ensures the progress of SUC's vision, mission, goals, strategies and the institutional Effectiveness System of SUC, planning & closing activities as well as represents SUC on various platforms.

The Board is authorized to form the Executive Council which consists of the Vice Chairman and Chair of Executive Council, who by virtue of the office, is one of the Ex-Officio members of the board and is a non-administrator in the University; The Board of Governors approves the appointment of the Chair on recommendation of the Founder Chairman. The appointment of the Vice Chancellor who is the chair of the Academic Affairs Council, Dean - Student Services as Vice Chair and other members is approved by the board on recommendation of the Vice Chairman/Chair of the Executive Council and Founding Chairman. The Chair has the power to appoint, terminate, remove and renew the members of the executive council by virtue of the powers vested to him by the office.

#### ii. AAC:

The members of the Academic Affairs Council are appointed by virtue of their position in the organization. These profiles are nominated based in their dedication, motivation and holds administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. The AAC members are appointed, removed, renewed or terminated by the Chair of the Executive Council on recommendation of the Vice Chancellor. AAC constitutes of Vice Chancellor, Dean (School of Business and Information Technology), Dean – Student Affairs,





Director - Marketing and Communication, Director – Learning Resources, Deputy Director – Academic Support Services/University Registrar, Deputy Director– Government and Public Relations. If the apt individual is not available inside the organization, in that case recruitment is recommended.

The Academic Affairs Council (AAC) is formed in order to achieve smooth functioning of the institution. This council is responsible for managing the various academic and academic support operations of the University.

The AAC is the operational body which executes all the Academic and Academic Support Service activities of the organization within the framework of policies and procedures laid down by the institution under the guidance of the (Chair) Vice Chancellor. The AAC reports at regular interval the functioning of their respective units to the (Chair) Vice Chancellor and (Vice Chair) DSA. This process becomes an important source of feedback about the operations of the institution.

All operational decisions are taken at this level by the Vice Chancellor along with the members which will be implemented during the course of Academic Year. Any strategic issues brought about in this forum will be referred to the Executive Council for guidance and decisions.

The (Chair) Vice Chancellor will be a part of the University Executive Council and are responsible for taking decisions on strategic plan, directives & developments of SUC and to represent SUC for the board. Vice Chancellor as the Chair of the Academic Affairs Council, handles all responsibilities pertaining to SUC operations and takes decisions with regards to overall academic and academic support service operations.

**iii. Academics:**

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

**B. GUIDELINES FOR SEARCH & APPOINTMENTS**

**i. UNDERGRADUATE LEVEL (School of Business & School of IT)**

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

Table I	
Grade	% of Full-time Faculty Members
Professor	15%
Associate Professor	30%
Assistant Professor	30%



<b>Lecturer</b>	15%
<b>Sr. Instructor</b>	5%
<b>Instructor</b>	5%

**ii. GRADUATE LEVEL (School of Business)**

SUC maintains a ratio of 75:25 Full Time Faculty Members to Adjunct Faculty Members along with 30:1 Student to Faculty ratio at all levels of Academic programs offered of SUC. Refer to the below Table I for Rank distribution percentage for Full Time Faculty Members- GRADUATE LEVEL (SCHOOL OF BUSINESS) followed by SUC.

Table I	
Grade	% of Full-time Faculty Members
<b>Professor</b>	30%
<b>Associate Professor</b>	70%

**a. ELIGIBILITY CRITERIA**

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

Table I- AAC Faculty Eligibility Criteria			
Grade / Level	Academic Experience	Research and Publication	Administrative Experience
<b>Vice Chancellor</b>	15 years	15 (4_publications in A and B category in last 4 years)	10 years
<b>Dean (Student Affairs)</b>	10 years	10 (3 publications in B category in last 4 years)	7 years
<b>Dean (School of Business)</b>	10 years	10 (3 publication in B category in last 4 years)	7 years
<b>Dean (School of IT)</b>	10 years	10 (3 publication in B category in last 4 years)	7 years
<b>Program Co-coordinator</b>	10 years	10 (3 publication in B category in last 4 years)	7 years



<b>Director - Learning Resources</b>	10 years	10 (3 publication in B category in last 4 years)	7 years
<b>Director- IRQAOA</b>	10 years	10 (3 publication in B category in last 4 years)	7 years
<b>Head Research</b>	10 years	10 (3 publication in B category in last 4 years)	7 years

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

<b>Table II- Faculty Eligibility Criteria</b>			
<b>Grade / Level</b>	<b>Academic Experience</b>	<b>Research and Publication</b>	<b>Post PhD Experience</b>
<b>Professor</b>	15 years	15 (4publications in A and B category in last 4 years)	7 years as Associate Professor
<b>Associate Professor</b>	10 years	10 (3 publication in B category in last 4 years)	5 years as Assistant Professor
<b>Assistant Professor</b>	7 years	7 (3 publication in B & C category in last 4 years)	5 years as Lecturer
<b>Lecturer</b>	5 years	1 (1 publication in B & C category in last 4 years)	1 year as Lecturer
<b>Sr. Instructor</b>	3 years	NA	NA
<b>Instructor</b>	1 year	NA	NA
<b>Faculty with Administrative responsibilities</b>	3 yrs. administrative experience in addition to experience in respective rank	As per respective ranks	As per respective ranks
<b>Visiting Faculty</b>	Will be recruited as per the above mentioned criteria for a period of one year and will be given accommodation and visa facility.		



## C. PROCESS FLOW

### i. VICE CHANCELLOR:

Step-1: Vice Chancellor's position requirement has to be reviewed by the Vice Chairman/COEC, Founder Chairman and approved by BOG. The requirement is based on Administrative and academic requirement. Since it's a leadership position, University's Mission and vision should be considered in reviewing the strategic requirement.

Step-2: Vice Chairman/COEC nominates existing officials to BOG based on their exceptional leadership and consensus building skills in development and

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

Step -3: The shortlisted candidates will be invited to appear for an interview with the Vice Chairman/COEC. The finalized candidate is recommended to the Founder Chairman and approved by BOG for appointment.

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

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

Step-19: Based on the Vice Chairman/COEC's report about the probationer, HRD issues letter of confirmation signed by the Founder Chairman.

### ii. EC:

Step -1: The Board of Governors approves the appointment of the Chair on recommendation of the Founder Chairman.

Step - 2: The appointment of the Vice Chancellor who is the chair of the Academic Affairs Council, Dean of Student Services as Vice Chair and other members is approved by the board on recommendation of the Vice Chairman/Chair of the Executive Council and Founder Chairman. The Chair has the power to appoint, terminate, remove and renew the members of the executive council by virtue of the powers vested to him by the office.

Step - 3: The Board of governors can also nominate any new members by position or by experience to the Executive Council as may be deemed necessary.

Step -4: The EC members in turn can nominate or elect the Chair of EC. The term of the new EC member shall be for a period of 4 years and may be extended depending on the performance or till such time a letter of discontinuation is issued.

### iii. ACADEMIC AFFAIRS COUNCIL:

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

Step-2: Vice Chancellor recommends existing officials to the Chairman and Vice Chairman/COEC based on their exceptional leadership and consensus building skills in



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

Step -3: The shortlisted candidates will be invited to appear for an interview with the Vice Chancellor and Vice Chairman/COEC. The finalized candidate will be subject under the Vice Chairman/COEC appointment.

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

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

Step-19: Based on the Vice Chairman/COEC's report about the probationer, HRD issues letter of confirmation.

#### **iv. ACADEMICS:**

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

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

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

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

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

Step-6: The shortlisted candidates for Academic position will be invited to appear for an interview through face to face or Skype with the Vice Chancellor, Dean (School of Business/IT), and Program Co-coordinator, DYASS/Registrar, HRD and the subject expert. Research Committee is involved in the Faculty Recruitment process to review the research & publications work of the potential candidate. The finalized candidate is recommended to the Vice Chairman/Chair of Executive Council (COEC) for appointment.

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



Step-8: After finalizing the candidate/s for the position a formal offer letter (Job expectation and job description) is drafted by HRD and sent to the Vice Chairman/Chair of the Executive Council for approval and signature.

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

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

Step-11: The selected Faculty needs to submit below list of documents before joining as part of joining formalities and for visa processing.

1. Passport size photo (A digital passport size photograph clicked with white background)
2. Passport copy
3. Personal Details Form
4. Medical Result with Fit to work from the authorized doctor / physician
5. Scanned copy of all your education certificates (10th Std.,12th Std., Bachelor degree certificate, Master degree certificate and PhD Certificate, all certificate should be supported with the transcripts)

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

- Ministry of Higher Education of the country from where you have earned the PhD degree.
- Ministry of Foreign Affairs of the country from where you have earned the PhD degree.
- UAE Embassy of the country from where you have earned the PhD degree
- Ministry of Foreign Affairs in UAE
- UAE Equivalency

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

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

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

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

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

Step-17: On joining Faculty member is oriented by Vice Chancellor, DSA, DYASS & all the concerned HOD's on the operational aspects of SUC. Faculty member sets their goals for the academic year in coordination with Vice Chancellor's office.



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

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

Step-20: Based on the Vice Chancellor's report about the probationer, HRD issues letter of confirmation signed by the Vice Chairman/COEC.

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

**v. EMERGENCY & VISITING FACULTY HIRING**

When a vacancy occurs later than in the normal recruiting/hiring time-frame, the Vice Chancellor may petition the Vice Chairman/COEC to conduct an emergency hire. After consulting with the Dean, the Vice Chancellor will recommend to the Vice Chairman/COEC for hiring a faculty member for one-semester or one-year contract. Only in unusual circumstances will an emergency hire be made for more than one year.

**SEARCH & APPOINTMENT – ACADEMIC SUPPORT STAFF MEMBERS**

**A. ACADEMIC SUPPORT SERVICES - AAC MEMBERS**

Table I			
Rank	Academic	Administrative	Qualification
<b>Director-Marketing &amp; Communications</b>	Masters' degree or advanced degree required, preferably in Marketing in higher education.	Considerable experience in development and implementation of Marketing and Communications strategies in line with the strategic objectives of the University.	Seven years of experience in Providing leadership for the development and execution of a comprehensive strategic communications and marketing plan to enhance the University's leadership position, reputation and brand. Manages the University's earned and owned media strategy with a focus on issues management, content development and delivery of university information, news and accomplishments in support of institutional priorities
<b>Dy. Director –Public and Government Relations</b>	Masters' degree or advanced degree required, preferably in Communications, Public Relations or	Professional Experience in Public and Government Relations which develop and execute	Seven years of experience in representing the University on public and government relation matters.



	other related field in higher education.	strategies that are intended to create and uphold the positive public image of the University.	Development and implementation public and government communications to promote transparency and awareness of important University initiatives and developments.  Direct, coordinate and integrate the strategic communications, and public relations functions of the University into a cohesive effort that conveys a consistent message in support of the university's mission, strategic goals, and objectives.
<b>DYASS / Registrar</b>	Masters' degree or advanced degree in business administration, student services, human resources, psychology or related field in higher education.	Overall Management and administrative direction of all aspects of academic support services functions.  Establishes future direction for functional policies and programs. Management of HOD's and support staff in developing, planning, goal setting, implementation, evaluation for academic support services initiatives align with the mission and vision of the University.	Seven years administrative, student services experience.  Experience working with diverse student  Provides effective leadership and consensus building skills for academic support services staff

**B. REGULAR ACADEMIC SUPPORT STAFF**

**i. SEARCH & APPOINTMENTS**

To have an effective recruitment policy Vice Chancellor, DYASS, HEAD HR and concerned HOD engage & coordinate for hiring process. They are responsible in identifying suitable candidates for vacant positions from varied sources. Head HR initiates the process of Staff recruitment based on the vacancy arising due to resignation, termination, retirement, promotion, and/or additional Staff requirements because of the expansion of operations. Department Head in coordination with HR and Dean plans for Staff resources requirement for the Academic Year and identified and recruit suitable candidate for the Academic Support Services position.

**ii. ELIGIBILITY CRITERIA**





As per Policy, staff members from clerical level and above should hold minimum bachelors' qualification with relevant years of experience as mentioned below:

Table II		
Grade / Level	Qualification	Years of experience
<b>DIRECTOR</b>	Master's Degree	10-15 years of experience and at least Five years in a University / Institution or must have work with SUC with similar experience.
<b>DEPUTY DIRECTOR</b>	Master's Degree	10 plus years of experience and at least Five years in a University / Institution or must have work with SUC with similar experience.
<b>HEAD OF THE DEPARTMENT</b>	Master's Degree	7-10 plus years of experience and at least three years in a University / Institution or must have work with SUC with similar experience.
<b>MANAGER</b>	Master's Degree	7-10 years of experience and at least three plus years of experience in a University / Institution or must have work with SUC with similar experience
<b>ASSISTANT MANAGER</b>	Master's Degree	5 plus years of experience and at least at least two plus years of experience in a University / Institution or must have work with SUC with similar experience.
<b>SUPERVISOR</b>	Masters or Bachelor Degree	5-7 years of experience and at least at least one plus years of experience in a University / Institution or must have work with SUC with similar experience.
<b>CLERICAL STAFF</b>	Masters or Bachelor Degree	The candidate must have total of 3-5 years of experience and preferably one plus years of experience in a University / Institution or must have work with SUC with similar experience.
<b>SUPPORT STAFF</b>	High school diploma and additional certificates on their chosen field.	1-5 years of experience, preferably one plus years of experience in a University / Institution.
<b>LAB ASSISTANTS</b>	Bachelors or Diploma Degree	A Diploma with at least 3 years of relevant experience or a Bachelor with 2 years of relevant experience. Progressive hands-on experience in hardware and software support will be relevant.

### iii. PROCESS FLOW

HR initiates the process of Staff search by following the process mentioned below:

**Step-1:** HOD reviews the requirement of Department based on workload and sends the recruitment Requisition Form along with the Job Description to HRD.



**Step-2:** HRD convenes a meeting of SSC to review and approve the proposed Staff requirement. Upon committee's recommendation HRD takes necessary approval from the Dean.

**Step-3:** Following the Vice Chancellor's approval to fill the positions the HRD will start the search process. Through recruitment agencies, online recruitment sites, SUC website and also posts the advertisement in the leading national and international newspapers.

**Step-4:** The Human Resource Department scrutinizes the CV and conducts preliminary interview and shortlists the potential candidates.

**Step-5:** The shortlisted candidates will be invited for a personal or telephonic interview with the Interview panel. The finalized candidate by SSC is recommended to the Vice Chairman/COEC for appointment.

**Step-6:** Shortlisted Candidates are informed on their selection and are required to provide two references from the previous organization in which one reference should be from previous supervisor. HR Team runs the reference check with help of a Reference Check Form and the feedback is shared with the Vice Chairman/Chair of Executive Council (COEC) for appointment along with the offer letter draft.

**Step-7:** After finalizing the candidate/s for the position Job expectation and job description is sent to the candidate for clarity in understanding the job expectations.

**Step-8:** Post approval duly signed offer letter is sent to the candidate. Once the candidate accepts the job offer further contract, visa and joining process is coordinated. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician.

**Step-09:** On Joining in case of relocation the initial accommodation facility is available in furnished Hostel Apartment for newly hired staff member relocating from outside the UAE and who enter the country under SUC's sponsorship. (Refer Relocation & Joining Support Section for Details).

**Step-10:** The selected Staff needs to submit below list of documents before joining as part of joining

Formalities and for visa processing.

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

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

- a. Ministry of Higher Education of the country from where you have earned the PhD Degree.
- b. Ministry of Foreign Affairs of the country from where you have earned the PhD Degree.
- c. UAE Embassy of the country from where you have earned the PhD degree
- d. Ministry of Foreign Affairs in UAE.



e. PhD UAE Equivalency (As per New MOE Regulation)

**Step-11:** Post submission of the above documents and the signed offer letter, employee's security check process is initiated. Once the security check is positive employee's visa process is initiated.

**Step- 12:** Staff's travel, arrival in UAE, initial accommodation, room allocation, pickup from airport, Orientation etc. all are tracked through checklist. (Refer Annexure C-Joining checklist update format).

**Step-13:** Staff Members recruited from outside United Arab Emirates are entitled to a Air Ticket Reimbursement upon joining SUC. (Refer to INITIAL AIRLINE TICKET section for more details)

**Step-14:** Staff Members are allocated work stations or offices prior to their joining. A complete set of computers and office supplies, stationery, SUC ID & Business Cards etc. are provided for their convenience on settling down in their new assignment.

**Step-15:** Staff members are provided with Induction manual which will help them in settling down i.e. Agents contact numbers, etc.

**Step-16:** On joining Staff member is oriented by Vice Chancellor, DIRQAOA, DYASS & Registrar all the concerned HOD's on the operational aspects of SUC. HOD's sets their goals for the academic year in coordination with Vice Chancellor's office.

**Step-17:** The approved Staff is given a six months' probationary appointment during which the Performance is evaluated by the respective HOD's and Head HR of the Departments with whom the probationer interacts.

**Step-18:** Once confirmed by the candidate a formal offer letter is drafted by HRD and sent to the Vice Chairman/COEC office for approval and signature.

**Step-19:** Staff Probation Review report will be considered before recommending confirmation/Extension/ rejection and it will be implemented by HRD with due approval from Vice Chancellor.

**Step-20:** Confirmed Staff will be inducted as regular employee of SUC and formal confirmation letter is issued.

### C. NON REGULAR ACADEMIC SUPPORT STAFF

Hiring process for part time staff is same till final approval of hiring. Later the shortlisted candidate is provided with the contract having contract start & end date, compensation details & terms and conditions.

### D. SEARCH & APPOINTMENTS - TRAINING STAFF

Vice Chancellor, DIRQAOA, Dean, DYASS/Registrar along with HRD in coordination with the HEAD – CCL engages in Strategic Planning for Training Staff positions in training which arise due to Resignation/Termination/ New Hiring requirements. To have an effective recruitment policy and procedure, HR Team is involved in effective sourcing and shortlisting of candidates. The Staff Search Committee (SSC) is in place comprising of Vice Chancellor, DIRQAOA, Dean, DYASS/Registrar along with HRD, who will interview and hire the Training Staff along with a subject expert.

### E. GUIDELINES FOR SEARCH & APPOINTMENTS OF TRAINING STAFF



Training Staff members are to be hired basis the below criteria:

Table II			
Grade / Level	Academic Experience	Research and Publication	Post PhD Experience
INSTRUCTOR	3-5 years	1 publication	NA
SR. INSTRUCTOR	5-7 years	2 publications	NA

## F. PROCESS FLOW

HR initiates the process of Training Staff search based on faculty search process flow as mentioned in section A for academics training employee and Staff search process flow as mentioned in Section C for Academic support staff in training department.

## SEARCH & APPOINTMENT – STUDENT TRAINEES

### A. SEARCH & APPOINTMENTS

The Search Committee engages in identifying suitable candidates for Student Trainees vacant positions from different Departments and utilization of the students to satisfy short term manpower requirements. Search Committee initiates the process of Student Trainees recruitment based on the vacancy arising due to Department requirements because of the expansion of operations. Department Head in coordination with HR and Dean plans for Student Trainee resources requirement for the Academic Year and identified and recruit suitable candidate for the short term position in the Department.

### B. PROCESS FLOW

HR initiates the process of Student Trainees search by following the process mentioned below:

**Step-1:** HOD reviews the requirement of Department based on workload and sends the Recruitment Requisition Form along with the Job Description to HRD.

**Step-2:** HRD convenes a meeting with the Vice Chancellor to review and approve the proposed Student Trainee requirement.

**Step-3:** Following the Vice Chancellor’s approval to fill the positions the HRD will start the search process in coordination with the Student Services of Administration Department.

**Step-4:** The Human Resource Department scrutinizes the CV shortlists the potential candidates. The shortlisted candidates will be invited for an interview with the HOD of the requested Department and afterwards the Head HR once shortlisted by the HOD.

**Step-5:** The finalized candidate by HOD & HRD is recommended to the Dean for appointment.

**Step-6:** After finalizing the candidate/s for the position Job expectation and job description are informed to the candidate for clarity in understanding the job expectations.

**Step-7:** Once confirmed by the candidate a Student Trainee Contract is drafted by HRD and sent to the Vice Chairman/COEC office for approval and signature.

**Step-8:** The approved Student Trainee is given a Semester Contract appointment during which the performance is evaluated by the respective HOD’s of the Departments with whom the trainees interacts and the Head – HR.

**Step-9:** Student Trainee Performance Review report will be considered before recommending for extension/ rejection and it will be implemented by HRD with due approval from Vice Chancellor.



## 5. c COMPENSATION & BENEFITS

<b>Policy number</b>	<b>HUMR_POLICY_04</b>
<b>Policy name</b>	COMPENSATION & BENEFITS
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

### A. SALARY COMPENSATION TO ACADEMIC AND ACADEMIC SUPPORT SERVICES

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

SUC strives to reward its employees at every level based on their evaluation and major contributions to the organization.

The purpose of SUC's salary compensation system is to maintain:

- i. Internal pay equity and bring consistency within and across the Members of SUC
- ii. Consistency in application of salary grade system
- iii. High degree of employee morale, motivation and performance through competitive salaries.

### B. BASIS OF COMPENSATION

SUC follows a systematic and organized method of salary structure based on well-defined job classification. A pay structure is established based on the following parameters:

- i. For Academics:**
  - a. Job analysis based on Feedback from FES
  - b. Current Industry Inputs
  - c. Government/ Ministry inputs
  - d. Academic standing/ Experience of Faculty members
- ii. For Academic Support Services & Training Staff:**
  1. Job analysis based on Feedback from SES
  2. Current Industry Inputs
  3. Government/ Ministry inputs
  4. Experience of Employee
- iii. For Non Regular Academic, Training Staff & Academic Support Services Members**  
Adjunct Faculty are remunerated based on the non-regular academic members' salary structure and the total credits provided. Part Time Training Staff is remunerated on per session rates at a pay rate based on their qualification & experience. Part Time Staff in Academic Support Services is remunerated at a fixed rate decided basis the contract for the required job role.

### C. COMPENSATION STRUCTURE



The compensation package includes following components:

a. **Salary Component for Academics:**

1. Basic Salary
2. Social Allowance
3. Communication and Transportation Allowance
4. Administrative Allowance (Applicable for AAC)
5. Benefits (Details are available in perks & benefit section)

b. **Salary Component for Academic Support Services & Training Staff:**

- a. Basic Salary
- b. Social Allowance
- c. Accommodation Allowance
- d. Furniture Allowance (Applicable for Dy. Director and above Level in AAC)
- e. Benefits (Details are available in perks & benefit section)

#### **D. DISBURSEMENT OF SALARIES**

All salaries for Full Time employees are transferred to their bank accounts normally by 25th – 27th of each month unless weekend or any national holiday coincides with the date in this cases salary is transferred on next working day. For New employees the cash salary is paid by 01st of the following month.

For Adjunct Faculty members the salary is disburse after seven (7) working days of the following month, depending on the verification of attendance from HRD & approval from Dean. Part time staff and trainee salaries will be disbursed after seven (7th) working days of the following month.

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

#### **E. SALARY COMPENSATION TO STUDENT TRAINEE**

A competitive compensation package for the Student Trainee at SUC is aimed at attracting efficient and effective employees to conduct the operations in Academic Support Services.

i. **PURPOSE**

The purpose of SUC salary and payroll administration system is to maintain

- a. Internal pay equity and consistency within and across various Departments in SUC
- b. Employee morale, motivation and performance required for executing the jobs effectively and efficiently.

ii. **COMPENSATION STRUCTURE**

The inputs for developing compensation package are taken from the industry trends, economic situation (inflation), work load of the Student Trainee. Student Trainee salaries will be disbursed after the seven (7<sup>th</sup>) working days of the following month.

iii. **STUDENT TRAINEE BENEFITS**

**Official Transportation Facility**

SUC provides fully air-conditioned transportation free of cost to Student Trainee staying within the Emirate of Sharjah of. Student Trainee are picked and dropped from common pickup points to SUC in both the shifts. Student Trainee willing to avail the service of



transportation should fill the “**Transport Availing Form**” with HRD. Transportation service provided by SUC is additional support and is not the part of individual’s package.

**Note:**

- a. Reimbursement of any kind of transportation is not allowed unless it is pre-approved by HRD.
- b. Pickup and drop locations are decided by driver & Head of Finance Department and approved by Head HR after lot of consideration, keeping in mind convenience of most of the Student Trainee members. It is altered from time to time as per the practicality of route, and no undue request to change the route from time to time is appreciated & entertained.



## 5.d. Leave of Absence

<b>Policy number</b>	<b>HUMR_POLICY_05</b>
<b>Policy name</b>	Leave of Absence
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

### A. LEAVE ELIGIBILITY

The following is a broad outline of the leave system.

TYPES	LEAVES
a. Annual Leave	For Academics- 40 days within the Academic year. For Academics Support Services- 30 days within the Academic year.
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	45 days
d. Academic/Training Leave (Not applicable to Academic Support Services)	7 days
e. Compassionate / Bereavement Leave	3 days (Continuous)
f. Birthday/Anniversary	Half day
g. Religious Leave	Half day + Half Day (Cannot be clubbed together and availed as 1)

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

#### i. Earned Annual Leave

Employees are entitled for annual leaves as above in an Academic Year.

The Academic Employees can avail annual leave either at one stretch or may split it into maximum of two slots during semester breaks or as per the University approved calendar Guidelines within one Academic year. Academic Support Services employees can avail their annual leave at one stretch during one academic year as per their department and organizational leave planning. Leave should be availed within one Academic year and cannot be carried forward to next Academic year, neither claimed in advance from forthcoming year. Leave not as per University Guidelines will be accommodated only for emergency purposes and should have prior approval from the Dean (School of Business and School of IT), DYASS/Registrar and HRD.

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





Short Leave availed will be deducted from annual leave and should have prior approval (24 hrs.) before taking any short leave. If short leave is taken due to emergency cases, employees are required to apply and get the approval within (48 hrs.) after resuming work. If the leave is taken on Thursday and also on subsequent Sunday, the weekends will be included in the leave making it a total of four days. Same is applicable for year-end annual leave or leave taken during annual leave and public holidays.

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

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

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

**ii. Sick Leave**

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

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

Sick Leave Pay:

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

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

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



### iii. **Maternity Leave**

A female worker shall be entitled to maternity leave with full pay for a period of forty-five days, including both pre and postnatal periods, provided that she has completed not less than one year of continuous service with her employer. A female worker who has not completed the aforesaid period of service shall be entitled to maternity leave & benefits with half pay as per UAE labor law. SUC will allow clubbing of maternity leaves and annual leaves. Any request for extension of maternity leaves and additions of annual leaves will be based on valid attested medical certificate provided by the doctor.

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

### iv. **Academic/Training Leave**

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

### v. **Compassionate Leave/ Bereavement Leave**

Employees may be granted leave of absence with pay normally not exceeding three days (continuous), in case of death of an immediate Family Member (defined as spouse, parent, sister, brother, son, daughter, mother-in-law, father-in-law).

### vi. **Birthday / Anniversary Leave**

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

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

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

### vii. **Religious Leave**

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

*Note: Religious leave are planned on semester basis so that faculty is aware of their class schedule. These leaves are subjected for approval of Dean (SOB/SOIT)/DYDASS and HOD based on employee engagement and the same cannot be compensated on any other days as this is an additional benefit provided by SUC. This leave provision is available for non -Muslim employees*



*only. These leaves should not hamper the operations of the Department otherwise, the same will be cancelled.*

**viii. Haj Leave:**

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

**ix. Unauthorized Absence**

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

- a. Absence of 7 continuous days without information from the SUC will lead to Summary termination.
- b. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of Vice Chancellor. The application for such leave should be filed within three days of resuming duties, failing which the absence shall be treated as unauthorized leave. This occasional leave shall be deducted from annual leave.
- c. Employees travelling out of country without intimation to the SUC will be treated as unauthorized leave
- d. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave.

**x. Public Holidays:**

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

Employees are entitled to national/public holidays as per notifications issued by the SUC based on government notifications. Employees are also entitled to official holidays declared by the SUC and communications issued by the HRD.

Employees wishing to travel out of the country during National Holidays are required to fill "Permission to leave station" form. Permission to leave station may only be applied once the declared holidays is announced by HRD.

Any Permission to leave station applied without HRD holiday announcement will not be entertained. Employees resuming duty after outstation travel must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

Employee can link National and Public Holidays prior or after the annual leave but if these holidays fall between the annual leaves, the same shall be counted as per the UAE labor laws.

**Policy Outline:**

The Employee is responsible for the following:

- a. No Short Leaves can be clubbed before or after individually along with National or Public Holiday. If an employee is on annual leave and public or national holidays fall in between then they will be counted in their annual leaves.



- b. Employee is required to arrange substitution of duties during any kind of leave in consultation with the respective Head of the Department a week prior to their leave. It is an employee's responsibility to get their leaves approved by the date given in the leave calendar.
- c. Any short leaves taken by the Employee should immediately apply after resuming of duty. Failing to do so within one day, the leaves will be automatically deducted from his / her annual leaves.
- d. Employee is responsible to return from their annual leave on the due joining date and required inform through email or in person to HRD when he/she resumes duty.
- e. Employees intending to avail of any leave should apply as per approved calendar in the portal as per deadline and in case of short leave at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
- f. Employee must fulfill all the application procedures before proceeding for any kind of leave and cannot proceed for any leave if the same is not approved or substitution is not arranged. In case employee leaves without prior approval this leave will be considered unauthorized leave and accordingly disciplinary action will be taken by HRD. The decision will be as per taken as per the UAE Labor Law.
- g. All Leaves should be as per approved annual leave calendar before filing for approval of Dean (SOB/SOIT) or DYASS.
- h. Employees wishing to travel out of the country during Weekends or their off days are required to fill "Permission to leave station" form.
- i. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HRD will not be considered and deductions will be made as per policy.
- j. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from Dean (SOB/SOIT)/HOD.
- k. For Part Time Adjunct Employees, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Visiting Faculty Contract Employees who wish to avail leave have to take prior approval from Dean (SOB/SOIT) & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.
- l. Any leave taken by Adjunct or Part Time Faculty or Student Trainee will be deducted from their monthly payments as per pro rata basis. Adjunct or Part Time Faculty or Student Trainee Member service will be subject to summary termination if he/she absents from work without notice.



## 5.e Faculty/Staff Personnel Records

<b>Policy number</b>	<b>HUMR_POLICY_06</b>
<b>Policy name</b>	Faculty/Staff Personnel Records
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

### A. EMPLOYEE PERSONAL FILE

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

The file consists of the following records:

- i. Employee Data Declaration
- ii. Pre recruitment correspondence
- iii. A copy of the individual's CV with copies of attested degrees and other academic, professional and experience certificates. Records are updated on yearly basis.
- iv. Copy of Employment Contract with subsequent annual increment letters
- v. Copy of Confirmation Letter
- vi. Copies of Certificates of Employee Development Program
- vii. Copies of Certificates of Conference Participation, Scholarly Work/ Publications
- viii. Performance Evaluation Records
- ix. Appreciation, Awards & Achievements
- x. Warning letters or any other letter issued to the Employee
- xi. Leave & Air Ticket Records
- xii. Grievance Records
- xiii. Medical Insurance Records of self and family
- xiv. Passport and Visa Related Documents
- xv. ERP Update
- xvi. Website profile
- xvii. Miscellaneous Documents

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

### B. JOB DESCRIPTION:

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



### C. CV & PERSONAL INFORMATION:

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

## 5.f Professional Development for Faculty and Staff

<b>Policy number</b>	<b>HUMR_POLICY_07</b>
<b>Policy name</b>	Professional Development for Faculty and Staff
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	15 April 2020
<b>Verified by</b>	DYASS & REGISTRAR

### A. AAC TRAINING & DEVELOPMENT

Faculty with Administrative responsibilities will be eligible for additional trainings organized for them specifically targeting the required skill required for their administrative role. HRD is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the Administrative Responsibilities requirement and the feedback received from various sources which includes meeting as well as FES. HRD will identify the gaps and prepare a Training Calendar and coordinate the same through external and internal Trainers.

Apart from Research Fund available to Academics additional academic & financial support is provided for such initiatives as an overall budget for AAC as below. Approval for availing the below benefit will be basis VC's approval. AAC members are encouraged to conduct good research in their own areas of broad specialization, attend various professional Forums and represent SUC. This participation is subject to approvals basis the below eligibility limits:

Benefit	Amount (AED)
<b>AAC DEVELOPMENT FUND</b>	39,000

### B. ACADEMIC TRAINING & DEVELOPMENT

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



- ii. The Vice Chancellor, Dean of Business & IT along with HR is responsible for conducting TNA in the beginning of the Academic year. The TNA is based on the organizational requirement and the feedback received from various sources which includes meeting as well as FES. HRD send forms soliciting nominations for various training programs.
- iii. After the nominations are received faculty/trainers are organized for these programs. A feedback is to be taken after the completion of the training/program to ascertain the quality of training and areas of improvement

i. **ACADEMIC SUPPORT SERVICES TRAINING & DEVELOPMENT:**

SUC provides funds to Head of Department once in two years for seminar, conferences and workshops where Head of Department members can learn new market trends and contribute productive outputs to SUC. The grants may cover expenses associated with Head of Department members travel and conference registration fees up to a specified maximum amount. The allocation of the fund mentioned in the below table will be based on the approval of the Vice Chancellor and EC.

HOD TRAINING & DEVELOPMENT FUND		
DESCRIPTION	DURATION	AMOUNT
<b>Training &amp; Development Fund</b>	ONCE IN 2 YEARS	4,000

**OBJECTIVES:**

1. To develop operational efficiency.
2. To improve delivery of academic support services and stake holders care.
3. To develop planning and organizing skills among Staff Members.
4. To develop interpersonal communication skills

**PROCESS:**

1. Based on Staff performance feedback, the changing service needs in the industry, the training need survey analysis is performed during the year-end review
2. Allocation of budget for training and development for the academic year
3. Planning resources and training & development programs for the academic year.
4. Planning an annual calendar for training and development programs
5. Conducting training program feedback for effectiveness of the program and the trainer.

SUC also provides funds for Staff Members to attend external training programs which are approved by Research & Development committee and heads of Department based on the Staff training and development plan

**A. JOB ENRICHMENT / ENLARGEMENT**

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



## 5.g FACULTY WORKLOAD

<b>Policy number</b>	<b>HUMR_POLICY_08</b>
<b>Policy name</b>	<b>FACULTY WORKLOAD</b>
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 May 2020
<b>Verified by</b>	DYASS & REGISTRAR

### A. Academic Committee Responsibilities (Teaching Responsibilities)

#### i. AAC (ACADEMIC MEMBERS) – WORKLOAD INCLUDING TEACHING LOAD

Allocation of teaching load is assigned by Head of Administration, DYASS & Dean's considering student's number, contact hours, preparation required and other factors. The particulars of same are as follows:

		AAC - Academic Members					
Designation	Teaching Load/week	Preparation time / week	Advising / Mentoring hrs. / week	Research & Scholarly activities hours / week	Administrative work hours / week	Community Services hours / week	Total work hours
Vice Chancellor	3 hours	5 hours	NA	6 hours	25 hours	1 Hour	40 hours
Dean-School of Business	3 hours	5 hours	NA	6 hours	25 hours	1 Hour	40 hours
Dean-School of IT	6 hours	6 hours	NA	6 hours	21 hours	1 Hour	40 hours
DSA	6 hours	6 hours	NA	6 hours	21 hours	1 Hour	40 hours
HIRQAOA	6 hours	10 hours	NA	6 hours	17 hours	1 Hour	40 hours

#### ii. UNDERGRADUATE FULL TIME FACULTY – WORKLOAD INCLUDING TEACHING LOAD

	<b>FULL TIME FACULTY – UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS &amp; SCHOOL OF IT)</b>	
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Designation	Teaching Load/ week	Preparation time / week	Advising hrs. / week	Research & Scholarly activities hours / week	Administrative work hours/ week	Community Services hours / week	Total work hours
Professor	12 credit hours	12 hours	6 hours	6 hours	3 hours	1 Hour	40 hours
Associate Professor	12 credit hours	12 hours	6 hours	6 hours	3 hours	1 Hour	40 hours
Assistant Professor	12 credit hours	12 hours	6 hours	6 hours	3 hours	1 Hour	40 hours
Lecturer	12 credit hours	12 hours	6 hours	6 hours	3 hours	1 Hour	40 hours
Sr. Instructor	15 credit hours	15 hours	6 hours	-	3 hours	1 hour	40 hours
Instructor	15 credit hours	15 hours	6 hours	-	3 hours	1 hour	40 hours
Faculty Members with Administrative position	9/12 credit hours (3 release hours )	9/12 hours	6 hours	6 / 0 hours as per rank	9 hours	1 hour	40 hours

**iii. GRADUATE FULL TIME FACULTY – WORKLOAD INCLUDING TEACHING LOAD**

FULL TIME FACULTY – GRADUATE LEVEL							
Designation	Teaching Load/ week	Preparation time / week	Advising hrs. / week	Research & Scholarly activities hours / week	Administrative work hours/ week	Community Services hours / week	Total work hours
Professor	9 credit hours	15 hours	6 hours	6 hours	3 hours	1 Hour	40 hours
Associate Professor	9 credit hours	15 hours	6 hours	6 hours	3 hours	1 Hour	40 hours



Faculty Members with Administrative position	6 credit hours (3 release hours)	10 hours	6 hours	6 hours as per rank	11 hours	1 hour	40 hours
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Faculty members holding administrative responsibilities will be remunerated extra or given release hours. Faculty member will hold administrative position until informed officially by letter of withdrawal and applicable remuneration will also be withdrawn accordingly.

Research work is done as per Research Conference Participation Policy.

**iv. TEACHING LOAD FOR VISITING (INTERNATIONAL) - UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT)**

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

**v. TEACHING LOAD FOR VISITING (INTERNATIONAL) - GRADUATE LEVEL (SCHOOL OF BUSINESS)**

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

**vi. TEACHING LOAD FOR ADJUNCT FACULTY - UNDERGRADUATE LEVEL**

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

**vii. TEACHING LOAD FOR ADJUNCT FACULTY - GRADUATE LEVEL**

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

**viii. SUMMER TEACHING LOAD FOR ACADEMICS**

**a. UNDERGRADUATE LEVEL (SCHOOL OF BUSINESS & SCHOOL OF IT)**

Full time Faculty members are required to complete 24 credits at the position of Lecturer till Professor Level (PhD Faculty) in Fall and Spring. In case of an Instructor, Sr. Instructor (faculty taking General Education courses) the Faculty is required to complete 30 credits in Fall and Spring. Full time Faculty is eligible to teach additional 6 credit courses (In some cases they may allotted more than 6 credits under exceptional conditions such as non-acceptance of contract at the last moment by the part time or new faculty) for which they are additionally remunerated for credits offered during summer semester.



SEMESTER JOINING	REQUIRED TOTAL TEACHING LOAD FOR ELIGIBILITY OF SUMMER TEACHING PAYMENT		MAXIMUM TEACHING LOAD FOR SUMMER SEMESTER		SUMMER TEACHING PAYMENT
	LECTURER TO PROFESSOR	SR. INSTRUCTOR - INSTRUCTOR	LECTURER TO PROFESSOR	SR. INSTRUCTOR - INSTRUCTOR	
FALL	24 CREDITS	30 CREDITS	6 CREDITS		6 CREDITS
SPRING	12 CREDITS + (6 CREDITS SUMMER) = 18	15 CREDITS + (6 CREDITS SUMMER) = 21	9 CREDITS	12 CREDITS	3 CREDITS
SUMMER	12 CREDITS	15 CREDITS	12 CREDITS	15 CREDITS	NA

Faculty Member Joining in Summer Semester have to complete the assigned summer teaching load for which no summer teaching payment will be paid.

In some cases, if the Faculty members are allocated less credits in an Fall and Spring due to non-availability of courses during particular semester, then Faculty member are required to teach summer courses to complete the required 24 or 30 credits, therefore the summer courses are not considered as additional teaching load hence the remuneration for the same will not be applicable.

#### b. GRADUATE LEVEL (SCHOOL OF BUSINESS)

Full time Faculty members are required to complete 18 credits at the position of Associate Professor till Professor Level. Full time Faculty is eligible to teach additional courses during summer semester for which they are additionally remunerated for additional courses offered during summer semester. Faculty Members joining in spring or summer semester can be allotted summer courses, whereas they will not be eligible for any additional remuneration for summer semester because the minimum teaching credits are not completed as mentioned in the below table.

Full time Faculty is eligible to teach additional 6 credit courses (In some cases they may allotted more than 6 credits under exceptional conditions such as non-acceptance of contract at the last moment by the part time or new faculty) for which they are additionally remunerated for credits offered during summer semester.

SEMESTER JOINING	REQUIRED TOTAL TEACHING LOAD FOR ELIGIBILITY OF SUMMER TEACHING PAYMENT	TEACHING LOAD FOR SUMMER SEMESTER	SUMMER TEACHING PAYMENT
	ASSOCIATE PROFESSOR & PROFESSOR		
FALL	18 CREDITS	6 CREDITS	6 CREDITS
SPRING	12 CREDITS + (3 CREDITS SUMMER) = 15	6 CREDITS	3 CREDITS
SUMMER	9 CREDITS	9 CREDITS	NA



Faculty Members joining in spring semester may be allotted summer courses upon accomplishment of 12 credits in spring and summer semester to be eligible for the summer teaching payment.

Faculty Member Joining in Summer Semester have to complete the assigned summer teaching load for which no additional payment will be paid.

In some cases, if the Faculty members are allocated less credits in an Academic Year due to non-availability of courses during particular semester, then Faculty member are required to teach summer courses to complete the required 18 credits, therefore the summer courses are not considered as additional teaching load hence the remuneration for the same will not be applicable.

#### **ix. DISSERTATION GUIDANCE FOR BBA LEVEL**

Dissertation guidance is an integral part of the program of study in the curriculum. The objective of Dissertation guidance is imperative to enable the students to apply theoretical concepts on real life situations to have an interface with the industry. The compilation of dissertation is supported with study of the research methodology.

All Faculty members are eligible to receive additional payment for guiding student for Dissertation guidance. Kindly note that this policy would have a flexibility of either compensating financially or reducing the load.

All Faculty members are eligible to receive additional payment for guiding student for Dissertation guidance. Kindly note that this policy would have a flexibility of either compensating financially or reducing the load.

#### **x. ADDITIONAL CREDIT HOURS**

Faculty members may be allocated additional teaching credits on payment apart from the normal teaching load as mentioned in the Faculty teaching load.

On separation faculty will be paid for additional credit hours in full and final settlement based on SUC separation policy.

#### **xi. RESEARCH RESPONSIBILITIES:**

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

The responsibilities are focused on the below Areas:

- i. RESEARCH PUBLICATIONS**
- ii. CONFERENCE PARTICIPATION / INDUSTRY CONFERENCES PUBLICATION**
- iii. CASE STUDIES**
- iv. BOOK PUBLICATION**

#### **xii. ADMINISTRATIVE RESPONSIBILITIES FOR RESEARCH GRANTS**



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

**xiii. SERVICES RESPONSIBILITIES:**

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

**xiv. ADMINISTRATIVE RESPONSIBILITIES**

**ROLES AND RESPONSIBILITIES OF VICE CHANCELLOR**

**a. PLANNING FUNCTION**

1. The Vice Chancellor facilitates the development of the Institutional Strategic Plan and executes the strategic plan on a yearly basis so as to achieve specific long-term goals and strategic directions in line with the vision, mission and purposes of the University.
2. Vice Chancellor is the custodian of the institution and responsible for achieving the strategic plan through the available resources and maintain the academic excellence as envisioned in the institutional mission statement
3. Vice Chancellor provides inputs for the development of the institution on a long term basis by proposing areas of new programs, strategies of increasing enrollment, expanding geographically, managing the operations and building the brand image so that the institution is recognized in the Society and attracts the student and corporate community to remain on a path of sustainable growth.
4. Vice Chancellor reviews the progress of strategic plan on regular basis so as to ensure that all the departments adhere to the institutional policies.



5. Vice Chancellor ensures provision of required infrastructure for learning support services that enhances learning environment.
6. Vice Chancellor ensures the corporate relations are built so that the industry interaction with the SUC students and academicians is continued on a regular basis and also ensure the placements for jobs and internships for SUC students.

#### **b. GENERAL FUNCTIONS**

1. Directly reports to the Board of Governors and advises on matters of university policy and seek the Founder Chairman's advice on matters of concern to the faculty.
2. Shall be available for consultation and advice to members of the faculty, to students, and to members of the university community on matters within the jurisdiction of the faculty.
3. Assist in maintaining harmony in the institution among all the stakeholders and resolve problem relating to faculty members, student and staff
4. To oversee the work of all IE committees of the University Faculty and approve the proposals of all committees on merit
5. To seek approvals on new initiatives or discuss questions raised by faculty members on educational policy by the Board of Governors
6. To encourage staff development and a high level of staff performance and seek approvals for initiatives on training and development
7. Development and implementation of Institutional policies and procedures for increasing effective functioning and stakeholder satisfaction
8. Review Ministry Submissions and Liaison with MOE & other officials for new programs and accreditations
9. Overall review and management of different units through developing, implementing and reviewing Institutional effectiveness and feedback system
10. Ensuring quality control in all aspects of the university's academic programs and related activities.
11. Review, approve and sign Articulation agreements with local & international Universities
12. To ensure recruitment of faculty and staff of good caliber that can contribute to the institutional vision
13. Approval of all plans including marketing plans and seat allocation, institutional Budgets, Risk Management and Institutional calendars
14. Approval of Student progression, retention and graduation
15. Plan, Implement and Review Employee Performance evaluation system and coordinate with HR for grievances handling.
16. Student Grievances handling with DAC.
17. Present the annual reports / fact books to the EC
18. Ensure steady revenue flow for sustainability and growth of the institution
19. Delegate/ assign responsibilities and authorities to various individuals and committees of SUC
20. Review IE reports at regular intervals and suggest changes for implementation
21. Review Feedback reports and suggest changes for implementation
22. Review and suggest changes in vision, mission and institutional goals
23. Prepare and ensure implementation of strategic plan
24. Review institutional planning and budget
25. Evaluate the performance, compensation and retention of all employees.

#### **c. ROLES AND RESPONSIBILITIES OF ACADEMIC DEAN (SCHOOL OF BUSINESS & SCHOOL OF IT**



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

#### **d. ROLES AND RESPONSIBILITIES OF DEAN – STUDENT AFFAIRS**

1. Directly reports to the Vice Chancellor
2. Dean – Student Affairs is responsible and accountable for setting and advancing the academic operations in collaboration with Vice Chancellor and DYASS & Registrar
3. To contribute to the overall leadership, strategic and management of Student Affairs of the University.
4. To lead, develop and oversee the management of all aspects of student services
5. Plan activities and procedures to maintain the high quality, transparent, easily accessible, timely, responsive, appropriate services to students
6. Development of the SUC Student Support policy, which clearly identifies the arrangements for faculty, progress review, academic feedback and learning support for students.
7. Oversee the induction process for new students and continuing students to ensure a smooth transition



8. Provide academic or administrative counseling to students on student progression, SAP, counseling, TOC, course allocation
9. Reports submission as per requirements of Ministry and IE committee.
10. Preparing the policies and procedures, documentation as per MOHE requirements
11. Planning, development and coordinating of CSR activities and initiatives for SUC.
12. Responsible for designing an overarching CSR strategy for the faculty members and for crafting relevant goals, policies and programs.
13. Engagement in SUC activities and other forms of CSR.
14. Development of different kinds of themes of CSR for faculty members.
15. Plan and conduct MOU's signing with different community groups.
16. Working in partnership with community groups
17. Coordinating volunteer activities and events, drumming up support and persuading faculty participation.
18. Negotiating and overseeing sponsorship deals and other educational or environmental partnerships
19. Promoting CSR activities sponsored by the University.
20. Measuring the uptake and outcomes of CSR campaigns of the Services Committee
21. Identify and implement sponsorships with nonprofit and other organizations to demonstrate commitment externally.

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

## 5. h Professional Requirements for Teaching

<b>Policy number</b>	<b>HUMR_POLICY_09</b>
<b>Policy name</b>	Professional Requirements for Teaching
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

The following are the job specifications of full time Faculty positions at SUC. These positions are filled as and when the vacancies arise as per the standard Rank / Faculty ratio of SUC. However, it does not assure automatic Promotion / Rank change of an existing Faculty Member upon attainment of stated experience/ qualification criteria.

### A. PROFESSOR

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





specialization or have the requisite professional experience. The candidate must have at least fifteen years of full time teaching experience in a University or worked in SUC at the rank of Associate Professor for at least five years and must have a total teaching experience of fifteen years. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field, demonstrated by evidence of at least four referred publication and three reputed conference presentations and must have effective teaching experience. The candidate must have proven records services rendered to Academic Institution and society.

Designation	Total number of Teaching and administrative/industry experience	Research Conference Presentation (Refereed Publications A & B Category + Conference)
Professor	15	4+3

### B. ASSOCIATE PROFESSOR

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

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

Designation	Total number of Teaching and administrative/industry experience	Research Conference Presentation (Refereed Publications A & B Category + Conference)
Associate Professor	10	3+2

### C. ASSISTANT PROFESSOR

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



Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications A, B and C Category + Conference)
Assistant Professor	7	3+2

#### D. LECTURER

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

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Lecturer	5	1+1

#### E. SR. INSTRUCTOR

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

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Sr. Instructor	3	NA

#### F. INSTRUCTOR

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

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications + Conference)
Instructor	1	NA

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



## A. NON REGULAR ACADEMIC MEMBERS

### i. VISITING FACULTY (International)

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

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

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

### ii. ADJUNCT FACULTY

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

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

## 5. i Faculty/Staff Evaluation

<b>Policy number</b>	<b>HUMR_POLICY_10</b>
<b>Policy name</b>	Faculty/Staff Evaluation
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	DYASS & REGISTRAR

## EVALUATION OF FACULTY MEMBERS

### I. INTRODUCTION

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

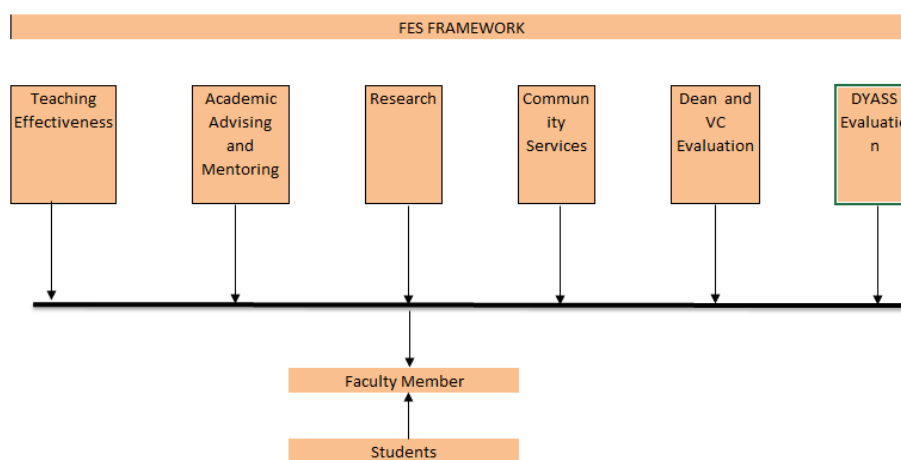


## II. GOALS

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

## III. FES FRAMEWORK

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



## IV. PROCESS FLOW

### i. Steps of evaluation

The FES committee comprises of VC, DSA and DyASS which has the final authority pertaining to annual faculty performance appraisal. The process of evaluation is given below:

- a. Faculty members submit their institutional goal setting before the start of the academic year and the same will be approved by EC members (VC and DSA (nominated AAC Member) and VC's office forwards the approved goals to Faculty Members, Committee Chairs, HR and IR office
- b. Faculty members submits the Course file every semester/quarter to IR office
- c. Faculty members submits the faculty portfolio to the IR office at the end of spring semester as per the FES Components (Refer FES Table-1) requirement
- d. The FES Sub-Committee evaluates documents at the end of the spring semester and feed the rating in the online FES system.
- e. IR office forwards compiled reports to FES committee for review.

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

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



## V. COMPONENTS OF THE FES SYSTEM

**Table-1 : Evaluation component**

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

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

Table-2 - Undergraduate Faculty Evaluation System		
SNo.	Evaluation Component	Weight(%)
<b>a</b>	Teaching	<b>40</b>
	i. Teaching Effectiveness – Course file review	25
	ii. Students Feedback	15
<b>b</b>	Academic Advising	<b>5</b>
	i. Academic Advising Committee	2.5
	ii. Students Feedback	2.5
<b>c</b>	Research	<b>30</b>
<b>d</b>	Community Services	<b>7.5</b>
<b>e</b>	Academic Support Services (DyASS)	<b>2.5</b>
<b>f</b>	VC and Dean (School of Business/ School of IT) Evaluation	<b>10</b>
<b>g</b>	Faculty Self Evaluation	<b>5</b>
	<b>Overall</b>	<b>100</b>

Table-3 - Graduate Faculty Evaluation System		
S. No	Evaluation Component	Weight(%)
<b>a</b>	Teaching	<b>35</b>
	ii. Teaching Effectiveness – Course file review	22.5
	iii. Students Feedback	12.5
<b>b</b>	Academic mentoring	<b>2.5</b>
	iii. Academic mentoring committee	1.5
	iv. Students Feedback	1
<b>c</b>	Research	<b>40</b>
<b>d</b>	Community Services	<b>5</b>
<b>e</b>	Academic Support Services (DyASS)	<b>2.5</b>
<b>f</b>	DEAN - School of Business / DEAN - School of IT Evaluation	<b>10</b>
<b>G</b>	Faculty Self Evaluation	<b>5</b>
	<b>Overall</b>	<b>100</b>



Each of the FES sub components are further explained in the following pages.

## Teaching Effectiveness

### Introduction

Evaluation of Teaching Effectiveness (TE) is primarily based on the evaluation of course files. This will help in measuring the innovative and creative teaching methodologies used in delivering the course in an effective manner and improve learnability by addressing the gaps identified in the process of evaluation. Responsibility of conducting The Teaching Effectiveness evaluation component is given in the table 4 below

Table-4 - Teaching Effectiveness			
S. No	Description	Undergraduate	Graduate
i	Teaching Effectiveness Evaluation	25	22.5
ii	Student Feedback	15	12.5
	Total Weight	40	35

### i. TE Committee Evaluation Course file Evaluation

Course file evaluation component is given in Table-5 (Refer **Annexure-A- FES-Teaching Effectiveness Committee Evaluation form for details**).

**Table 5 - Course file Evaluation**

Description	Components	Committee Evaluation Weight (Undergraduate)	Percentage
<b>Course file Evaluation</b>	a. Curriculum design	25	100%
	b. Innovation and Creativity		
	c. Course Delivery and class management		
<b>Total</b>		25	100%

Course file evaluation is reflection of how the course has progressed throughout the study period and is a good measure of the pedagogy, student engagement, achievement of learning outcome and the level of academic rigor that the student has undergone during the semester. Evaluation helps in determining the achievement of learning outcomes and the issues encountered during the course so that appropriate decision can be taken to improve and evolve the conduct of the course. The course file is evaluated by the course file review committee



### a. Curriculum Design

Course Delivery Package is the instrument to measure the curriculum design component of FES whereby the faculty members are required to enrich the course conduct by adding updated reading materials, online resources, journals, articles, news items and contemporary best business practices. The organization of CDP also indicates balanced scheduling of curriculum through proper distribution of chapters and selection of appropriate assessment tools used in the measuring the learning outcomes.

The evidence of carrying out all the activities listed in the CDP will be evaluated through course file submission.

### b. Innovation and Creativity

This component is used in measuring any innovative approach used to conduct the course so as to increase the learnability and student engagement. The focus of evaluation under this component will be to address a bottleneck or gap in student learning. Some Examples of creative and innovative teaching approaches are given below for reference and the faculty member is encouraged to device any approach that may achieve the goal of learnability.

1. Activity based learning
2. Research based learning
3. Learning Outcome based field visits
4. Learning Outcomes based Guest lectures
5. Student seminars
6. Learning Management System Contents

The evidence of innovation and creativity and student engagement is evaluated through course file submission.

### c. Course Delivery and class management

Faculty members are expected to deliver the course in terms of clarity in communication, minimum deviations from subject, clarifying student's doubts and questions, explanations with examples. Faculty members are also required to cover the course contents as per the CDP.

Class management includes maintaining discipline, coverage of syllabus in time and orienting students towards pattern of assessments.

1. Document to be submitted by faculty members in the course file for evaluation
  - a) Faculty members need to submit course file for each courses taught during each semester in both hard and soft copy format as per the Annex 16 of Ministry of Education 2019 standards (Separate file for Weekday and Weekend mode if the same course taught during weekday and weekend mode)
  - b) Soft copies of PowerPoint slides or any other course materials
  - c) Evidence of New material developed
  - d) Evidence on Innovative and creative teaching methodology
  - e) Additional Readings- Electronic resources, virtual library resources
  - f) All assessments carried out including marking guidelines and rubrics
  - g) Students Answer scripts across the range showing the evidence of achievement of learning outcomes

## ii. Student Feedback

Student Faculty evaluation matrix is given in Table-6.



Student assess the faculty members delivery and class management through the following questions.

- a) Faculty properly orients the criteria for assessments
- b) Faculty language is clear and understandable
- c) Faculty makes the course interesting
- d) Faculty explains the concepts with the help of practical examples and answers questions satisfactorily
- e) Faculty encourages the use of additional reading materials that are helpful in the learning process
- f) Faculty is available for any additional academic assistance (Faculty is helpful - CHEDS)
- g) Faculty maintains class discipline
- h) I am satisfied with Teaching methods (CHEDS)
- i) Faculty encourages use of library resources
- j) Faculty integrates Information Technology in course delivery

**Table 6 -Student Faculty Evaluation Matrix – overall weight 12.5%-Graduate  
(Refer Annexure C FES-Academic Faculty Feedback form for details)**

Description	Weight	Percentage
Faculty orients students about course outline and expected learning outcomes	1.136	9.09%
Faculty properly orients the criteria for assessments	1.136	9.09%
Faculty language is clear and understandable	1.136	9.09%
Faculty makes the course interesting	1.136	9.09%
Faculty explains the concepts with the help of practical examples and answers questions satisfactorily	1.136	9.09%
Faculty encourages the use of additional reading materials that are helpful in the learning process	1.136	9.09%
Faculty is available for any additional academic assistance (Faculty is helpful - CHEDS)	1.136	9.09%
Faculty maintains class discipline	1.136	9.09%
I am satisfied with Teaching methods (CHEDS)	1.136	9.09%
Faculty encourages use of library resources	1.136	9.09%
Faculty integrates Information Technology in course delivery	1.136	9.09%
<b>Total</b>		100%

## A. ACADEMIC ADVISING

### i. Introduction:

Academic advising component evaluates the advisory level played by the faculty member in providing guidance on academic, career and overall personality development of the student. Further the component evaluates the role of advisors in enabling the student to adapt to SUC environment, continuous monitoring of student’s academic progression assigned to the advisor. This component is assessed by items in table 7 of the FES and evaluated by the academic advising/mentoring committee (Refer Annexure D- ACADEMIC ADVISING/MENTORING COMMITTEE EVALUATION) and Student (Annexure E - STUDENT ACADEMIC ADVISING SURVEY) .





Table-7- Advising			
S.No	Description	Committee	Students
b	Academic Advising	2.5	2.5

**ii. Evaluation Guidelines**

The faculty members are required to submit report on the following areas of advising: Academic Counseling, progression counseling, GPA requirement for graduation, SAP cases, attendance, Career Counseling, PSDP, soft skills developments, orientation on SUC policies and procedures, Orientation of Functional Departments, Response to SSD request, timely feedback, relevancy of the feedback and any other matter relevant for academic advising. Responding timely to the correspondence from the Chair, utilization of Academic Advising System will also be considered during evaluation

**B. ACADEMIC MENTORING**

**i. Introduction**

Academic mentoring component is evaluated on providing guidance on academic, career and overall personality development of the Graduate student. Further the component evaluates the role of mentors in enabling the student to adapt to higher learning environment, continuous monitoring of student’s academic progression assigned to the mentor. This component is assessed by items in table 8 of the FES and evaluated by the academic advising/mentoring Committee (Refer Annexure D- ACADEMIC ADVISING/MENTORING COMMITTEE EVALUATION) and Student (Annexure F - STUDENT ACADEMIC MENTORING SURVEY) .

Table-8 – ACADEMIC MENTORING			
	Description	Committee	Students
3.b	Academic Mentoring	1.5	1

**ii. Evaluation Guidelines**

The faculty members are required to submit report on the following areas of mentoring: Identified Student unique Qualities, Motivated students to develop skills, provided academic guidance, Helped in developing networking, involved the students in social and community activities, SAP cases, Orientation of Functional Departments, Response to SSD request, timely feedback, relevancy of the feedback and any other matter relevant for academic mentoring. Responding timely to the correspondence from the Chair and utilization of Mentoring system will also be considered during evaluation

**Table 9 - Academic Advising Committee Evaluation**

**(Refer Annexure D-Academic Advising Committee Evaluation form)**

Description	Weight Undergraduate	Percentage
Have the advisors followed the calendar and checklist	0.25	10%
Major areas of orientation covered by the advisors and mentors as per the policy	0.375	15%



<b>Timely feedback (Prompt response to requests from Admin, and Academic Advising Committee Chair)</b>	0.25	<b>10%</b>
<b>Utilization of the advising system (using online feedback and reporting system)</b>	0.5	<b>20%</b>
<b>Relevancy of Reports towards progression of advisees/mentees</b>	0.75	<b>30%</b>
<b>Overall effectiveness of the advising</b>	0.375	<b>15%</b>
<b>Total</b>	2.5	100%

**Table 10 - Academic Advising Student Evaluation - Undergraduate**  
**(Refer Annexure-E/F- Academic Advising/Mentoring Student Evaluation form)**

S.NO.	STATEMENTS	Weight	Percentage
1	Advisor/Mentor is effective in orientating on policies and procedures	0.625	25%
2	The advisor/mentor available for guidance according to advisory/mentor schedule	0.625	25%
3	Advisor/Mentor follows the advising Calendar	0.625	25%
4	Advisor/mentor responded Satisfactorily though portal/in person	0.625	25%

### C. FES – RESEARCH

#### i. Introduction

Scholarly activities are an integral part of academic functions in an institution of higher education. Skyline University College encourages faculty members to actively participate in academic and practical research forums. Faculty members are encouraged to publish in Scopus indexed and peer reviewed journals, presentation in international conferences, participate in seminars and carry out projects, collaborative work with industry.

The research papers must be published in refereed journals and all the conference presentations preferably be from reputable Academies or Associations (Sample of Recommended Scopus Indexed Journals and Refereed Conferences are mentioned in the Faculty Evaluation Criteria in the Research Policy Document).

Faculty members are encouraged to conduct good research in their own areas of broad specialization. Generally, Business Education provides a solution to corporations and contributes the practical aspects for students' learning, in this connection, Research committee will also maintain a research culture in order to explore relevant research areas and identify funding opportunities for Faculty and Students. This component is evaluated by Research & Scholarly Activities Committee (**Refer Annexure-G- FES- RESEARCH COMMITTEE EVALUATION FORM**) as per items in table 11 of the FES.



**Table 11 - Research, Conference & Publication Evaluation Guidelines**

Each faculty member in SUC has to achieve following minimum Research Point(RP) from their Research and scholarly activity as per their position.

Position	Total Research Points	Condition
Lecturer	8	A minimum 4 RP from categories 1-5 mentioned in evaluation criteria.
Assistant Professor	12	A minimum 7 RP from categories 1-5 mentioned in evaluation criteria.
Associate Professor	15	A minimum 12 RP from categories 1-5 mentioned in evaluation criteria.
Professor	20	A minimum 14 RP from categories 1-5 mentioned in evaluation criteria.

Percentage achieved by any faculty member will be the average of percentage score of Total Research Point Earned and percentage score of the condition. Average score will be calculated by dividing the faculty score by the minimum required score. Example: An Assistant Professor with a total research points of 11 of which 5 are from category 1-5, average score will be:

$$(11/12 + 5/7)/2 = 81.5$$

**ii. Evaluation criteria**

**Table: Publication evaluation criteria**

S.No.	Research and Scholarly Contribution	Total Effort Credit Points
1	SCOPUS Q1 / ABDC Listed A* & A Graded Journals, IEEE Transactions & Letters/ IETE Level 1 /ISI/ SCI-Expanded	12
2	SCOPUS Q2 / ABDC Listed B Graded Journals/ESCI (WOS) IEEE,IETE equivalent level 2 Journals	9
3	SCOPUS Q3 / ABDC Listed C Graded Journals IEEE,IETE equivalent level3 journals/	7
4	SCOPUS Q4 , American Society for Engineering Education/ Institute of Industrial Engineers, Inc./ Computing Sciences Accreditation Board	6
5	Citations (in Scopus indexed journals for previous and current calendar years). Each 5 citations will be considered a one Unit	1
6	Peer reviewed Journals (Non-Indexed)	2
7	Journal publication with a co-author from one of the QS top 200 universities (points to be added in addition to the Total Efforts Credit Points as stated above as per journal's indexing)	4
8	Cases published with any of the following reputed international case houses: HBS, Ivey, Babson, Dartmouth.	10



9	Cases published with other reputed international case houses such as case center etc.	4
10	Book (from reputed international/national publisher)	10
11	Edited Book (from reputed international/national publisher)	5
12	Book Chapters (Published internationally in an edited book from a reputed publishers i.e. IGI Global, Palgrave MacMillan etc.)	4
13	Paper presented in national/International Conferences by reputed universities, associations etc. (Proceedings to be submitted to the research committee)	2
14	Editorial work (Editor-in-chief, Associate editor, Article editor, Keynote speaker, Conference chair... etc.)	2
15	Reviewed research paper for SCOPUS/ABDC/SCI/IEEE journals	.5 point for each paper reviewed

**Table : Project and Patent evaluation criteria**

Project (Consulting/Internal)	Working Model/Prototype of Product	Output as research paper	Output of project as International /national award	Leads to startup	Student Involved in Start up
	8	As per research publication of table A.	6 – international 4 – National	10	12
<b>patents</b>	Patent filing	Patent awarded		Leads to startup from patent concept	Student involved in startup
	10	12		13	14

**iii. Point sharing system**

Research papers co-authored with faculty members not affiliated with SUC will get full Research Points, whereas as co-authored with SUC faculty member(s) will get RP as follows

- 2 author article = 0.8 x score
- 3 author article = 0.6 x score
- 4 author article = 0.5 x score

Note: A maximum of four coauthors per paper is strongly recommended if all the authors are from SUC.

**iv. RESEARCH PROJECTS (PROJECT SHOWCASE)**

A research project is a scientific investigation, usually using scientific methods, to achieve defined objectives for the betterment of society

Procedure



- a. RSAC will invite proposals for carrying out research projects from the faculty members in groups which can have maximum no. of four members.
- b. RSAC will issue a notification in Sept first week and faculty members will submit their proposals by third week of Sept.
- c. Evaluation RSAC will review the proposals and finalize the proposal and submit to VC for final approval.
- d. By Oct first the RSAC will disseminate the decision of the selection of projects.
- e. Each project proposal will contain introduction, objectives, research methodologies, Schedules and timelines. Resources required, No. of publication expected in good quality journal, costing.
- f. All the expenses of the approved projects must be approved by RSAC, Registrar, DEAN's & VC as per the policy.
- g. One project can be carries out for maximum of two years
- h. Output of project measured in terms of participating in project showcase competition in national/international level or patent filing or research publication.

Position	Projects Showcase
Lecturer	Once in three years
Assistant. Professor	Once in two years
Associate Professor	Once in two years
Professor	Once in two years

**iii. JOURNAL ARTICLES**

To be included in this category, the publication must meet the SUC definition of research and:

- 4. Must be published in a scholarly journal
- 5. Must be a research published in the current collection year and the year of publication must be stated within or on the work being claimed with the exception of the expanded year of publication
- 6. Must have been peer-reviewed and Scopus indexed/ ABDC/ ACM/ IEEE etc.

The journal articles must be Scopus indexed and can meet the criteria include:

- 8. Critical scholarly texts which appear in article form
- 9. Articles reviewing multiple works or an entire field of research
- 10. Invited papers in journals
- 11. Articles in journals which are targeted to both scholars and professionals
- 12. Articles in a standalone series
- 13. Book reviews
- 14. Case studies



### viii. CONFERENCE PUBLICATIONS/PROCEEDINGS

- e. To be included in this category the conference publication must meet the SUC definition of research and
6. Be published in full. The papers may appear in a number of different formats, e.g. a volume of proceedings, a special edition of a journal, a normal issue of a journal, a book or a monograph, CD-ROM or conference or organizational website
  7. Must be research published in the current academic year, and the year of publication must be stated within or on the work being claimed with the exception of the expanded year of publication
  8. Be peer reviewed
  9. Be presented at conferences, workshops or seminars of national or international significance available to the wider audience
  10. The author must be affiliated with the SUC or claiming institution
- The types of conference publications that are unlikely to meet the criteria include papers that appear only in a volume handed out to conference participants.

### f. Verification Requirement

Research publication document to be submitted to the Committee

- g. Complete copy or offprint of paper
1. complete photocopy of table of contents, preface, introduction and pages showing all bibliographical information as appropriate (ISBN or ISSN, authors(s), editor, publisher and all dates referring to copyright, publication, printing and distribution)
  2. Proof of national or international significance if not clearly shown in documents above. National/international significance of a conference may be indicated by the presence of interstate/international speakers, or a listing of previous conference venues showing that the conference is held in a range of national/international locations, and
  3. Evidence indicating the author's affiliation to the SUC or any institution. By-line or footnote or statement in publication indicating research undertaken in author's capacity as a staff member.
  4. if a Keynote address, evidence of this and evidence that all other conference papers were peer reviewed
  5. proof of peer review
  6. Proof of peer review can be in the form of a:
    1. statement in proceedings that full papers are refereed, or
    2. statement from conference organizer/editor, or
    3. copy of assessment showing assessment made on full paper

### c. BOOKS & BOOK CHAPTERS

To be included in this category the publication must meet the SUC definition of research and:

6. Must be a major work of scholarship
7. Must be research published in the current collection year, and the year of publication must be stated within or on the work being claimed with the exception of the expanded year of publication
8. Must have an International Standard Book Number



9. Must be written entirely by a single author, or by joint authors who share responsibility for the whole book
10. Must have been published by a commercial publisher, or if not published by a commercial publisher, must have been peer reviewed

**d. Verification Requirements**

Please send verification documentation directly to the RSAC

4. Complete photocopies of the table of contents, preface, introduction and pages showing all bibliographical information (ISBN, author(s), publisher and all dates referring to copyright, publication, printing and distribution)
5. Evidence indicating the author's affiliation to the SUC or claiming institution.
6. By-line or footnote or statement in publication indicating research undertaken in author's capacity as a staff member or student of the university.

**a. PROJECTS**

Faculty members are encouraged to carry projects in collaboration with Industries in the areas of Business and Information Technology. Faculty members needs to submit the detailed proposal including the scope, timeline, resources required, collaboration with industry, budget, grant and other necessary details to Dean before starting the project. The project status will be evaluated at the end of the year and grades will be awarded based on the status of the project (In progress/Completed).

**Verification requirement**

Faculty members needs to submit the detailed project report at the end of the academic year including the status of the project

**D. FES – SERVICES TO COMMUNITY**

**i. Introduction**

Services to Community are defined as contribution by the faculty members towards the society with respect to themes decided by SUC and if the faulty member wants to pursue their areas of interest & expertise must take approval from Community Services committee. It provides an opportunity to the institution and its members to engage in achieving their responsibility towards the society.

<b>Table-12 Community Services</b>			
<b>S. No</b>	<b>Description</b>	<b>Undergraduate</b>	<b>Graduate</b>
1	Contribution to SUC's Social Activities (100%) Only initiator 60% Only Contributor 30% Only Participant 10%	7.5	5
	<b>Total Weight</b>		

This component is evaluated by Services Committee (Refer Annexure-H- FES-SERVICES TO COMMUNITY COMMITTEE EVALUATION FORM) as per items in table 12 of the FES.



**a. Contribution to SUC’s Social Activities**

**Explanation of the Component:**

Social activities are defined as those activities which directly benefit the society at large. These activities based on SUC theme of Community services (not limited to) are broadly classified as participating in awareness campaigns on health, environment, conservation and recycling of resources, adult education, and conducting / organizing charity programs during natural calamities, drugs, traffic or any other issues which arise from time to time pertaining to the society. If the faculty member wants to pursue their areas of interest & expertise, the faculty member must take approval from Services committee. Faculty members can also actively associate with international, national community service agencies and submit a report.

**E. ACADEMIC SUPPORT SERVICES EVALUATION**

**i. Introduction**

Faculty members in addition to their teaching activities are required to manage administrative activities, self-management & development of various academic resources for the smooth conduct of the academic operations as per the relevant policy and procedures.

<b>Table -13 Academic Support Services</b>		
<b>Table</b>	<b>Description</b>	<b>Undergraduate and Graduate Weight (%)</b>
1	Following Policy & Procedure (HR)	2.5%
2	Administrative and Examination Deadlines (ADMIN & EXAM)	
3	Developing Library Services (LIBRARY)	
4	Developing IT services (IT)	
	<b>Total Weight</b>	<b>2.5</b>

**ii. Management of Academic Supports Services Activities - IE Tool Objectives**

- a.** To effectively meet administrative and Institutional Effectiveness deadlines.
- b.** To Adhere to policies and procedures of the SUC for smooth conduct of academic operation
- c.** To contribute towards development of the library and IT services.

**iii. Steps of Evaluation**

- a. Step – 1:** The Academic Support Services (ASSE) evaluation Committee Chair reviews the last years report and initiates the plan for upcoming academic year.
- b. Step – 2:** The chair briefs the committee members in regard to guidelines and necessary clarity for evaluation.
- c. Step– 3:** ASSE subcommittee chairs submit their semester wise feedback about faculty members’ adherence to deadlines, policy and procedures and contribution to development of resources to Academic Support Evaluation Committee Chair.





**d. Step – 4:** ASSE Subcommittee chairs evaluate individual faculty member and feed the rating in the online FES system as per the predetermined components.

**e. Step – 5:** The ASSE committee chair calls for a meeting for any moderation if required and the final ratings are fed into the FES System after moderation.

**f. Step – 6:** IR office receives the compiled report from the chair and forwards to FES committee for review.

**iv. Dissemination of Data and Decision Making**

The report of the ASSE committee (management of academic support services activities) is forwarded from IR office to the FES committee.

**v. Following Policy and Procedure**

This component is assessed by items in table 14 of the FES and is evaluated by ASSE Committee (**Refer Annexure – I- FES-ASSE-FOLLOWING POLICY AND PROCEDURE**)

<b>Table 14 – Following Policy and Procedure</b>			
<b>S. No</b>	<b>Description</b>	<b>Undergraduate and Graduate Weight</b>	<b>%</b>
1	Following policy & procedures of SUC	0.125	20%
2	Positive approach towards organization	0.125	20%
3	Adherence to JD and work schedule	0.125	20%
4	Contribution to Employee Development	0.125	20%
5	Commitment	0.125	20%
	Total Weight	0.625	100%

**a. Evaluation for the component (Following Policy and Procedures 7):**

The faculty members are evaluated for their adherence to policies and procedure of SUC.

**b. Evaluation Guidelines (Following Policy and Procedures):**

Formal and informal inputs received from various departments including the records maintained in Human Resources Department are used for the purpose of evaluation of this component

**vi. Adherence to Administrative Deadlines**

This component is assessed by items in table 15 of the FES and is evaluated by ASSE Committee (**Refer Annexure–J-FES-ASSE-ADMINISTRATIVE DEADLINES**)



Table15 - Adherence to Administrative Deadlines			
S. No	Description	Undergraduate and Graduate Weight	%
1	Adherence to Deadline i. Administration Deadline a. Attendance Entry b. Dissertation c. Internship ii. Examination Deadline	0.209	33.34%
2	Adherence to policy and procedure i. Timely Marks Entry ii. Grade Change	0.208	33.28%
3	Punctuality i. Class Timing ii. Invigilation	0.208	33.28%
	<b>Total Weight</b>	<b>0.625</b>	<b>100%</b>

**a. Explanation for the component (Adherence to Administrative Deadlines):**

The faculty members are evaluated for their adherence to administrative deadlines

**b. Evaluation Guidelines (Adherence to Administrative Deadlines):**

Records maintained in administrative department are used for the purpose of evaluation of this component

**vii. Developing Library Services**

This component is assessed by items in table 16 of the FES and is evaluated by ASSE Committee (**Refer Annexure-L FES-ASSE-LIBRARY**)

Table 16 -Developing Library Services			
S.No	Description	Undergraduate and Graduate Weight	%
1	Faculty Contribution to improve Library Resources	0.625	100%
	<b>Total Weight</b>	<b>0.625</b>	<b>100%</b>

**a. Explanation for the component (Developing Library Services):** The faculty members are evaluated for their contribution to improve and increase the utilization of library resources based on the above parameters

**b. Evaluation Guidelines (Developing Library Services):**

Records maintained in library department are used for the purpose of evaluation of this component



**viii. Developing IT Services:**

This component is assessed by items in table 17 of the FES and is evaluated by ASSE Committee (**Refer Annexure–M FES-ASSE-COMPUTING**)

Table 17 - Developing IT Services		
S.No	Description	Committee Undergraduate and Graduate weight (%)
1	Adaptation to the SUC Information Systems (Example ERP, online attendance, study material upload, use of advisory module, assessment entry etc.)	0.313
2	Helpful suggestion to improve the use of IT Services including software, hardware and portal services	0.312
<b>Total Weight</b>		0.625

**a. Explanation for the component (Developing IT Services):**

The faculty members are evaluated for their adaptation and contribution towards improvement of IT services based on the above parameters

**b. Evaluation Guidelines (Developing IT Services):**

Records maintained in IT department are used for the purpose of evaluation of this component.

**F. DEAN (DEAN – SCHOOL OF BUSINESS/ DEAN – SCHOOL OF IT) EVALUATION**

**Dean is responsible for monitoring academic operations and its smooth conduct. The evaluation component is given in table 18 (ANNEXURE N - FES - DEAN – SCHOOL OF BUSINESS / DEAN – SCHOOL OF IT EVALUATION)**

Table 18 - Dean		
S. No	Description	Undergraduate and Graduate weight (%)
1	VC and Dean (DEAN – School of Business/DEAN – School of IT)	10%

Dean of respective schools will evaluate faculty members based the following criteria

- i.**CDP & Course file submissions and Quality
- ii.**Adherence to class schedule and assessment schedules
- iii.**Regularity and Punctuality of Faculty Members
- iv.**Adaptation of learning resources in academic delivery
- v.**Contribution to academic activities
- vi.**Contribution to New syllabus preparation



VC will evaluate individual faculty members overall performance including contribution to SUC in the following areas: Contribution to IE Committees, Marketing Activities, Clubs and Committees, SUC publications such as Newslines, industry and knowledge update and Faculty and Staff Development. VC's Evaluation component is given in the table 20 (Refer ANNEXURE O - VC EVALUATION FORM)

## G. SELF-EVALUATION BY FACULTY MEMBERS

### i. Introduction

The faculty member will award the value under this component based on his/her self-assessment in regard to performance as per the job description. The evaluation component is given in table 19 (Refer ANNEXURE B - FES-FACULTY SELF EVALUATION FORM)

Table 19. Self-Evaluation		
S.No	Description	Faculty Self Evaluation (%)
1	Self-Evaluation	5
	<b>Total Weight</b>	

## H. GOAL SETTING EVALUATION

EC Evaluation is based on the achievement of institutional goals set by the faculty member at the beginning of the academic year approved by FES committee. The faculty members have one full year to achieve their institutional goals and Evaluation will take into account evidences provided towards achievement of the goals by the faculty member. Refer goal setting manual for further details

## EVALUATION OF STAFF

### I. INTRODUCTION

SUC is committed for systematic evaluation of Academic Support Services Staff annually to acknowledge, encourage the exceptional operational performance and identify professional development opportunities in an academic year. Staff evaluation is done through "Staff Evaluation System" (SES).

### II. GOALS

The formal performance evaluation system is designed to:

- A. Acknowledge the exceptional performance in operations
- B. Provide a formal means of constructive, open and honest communication with supervisor
- C. Enhance employee development through performance feedback and identification of future professional development activities
- D. Measure and document job performance as a basis for making promotion, compensation and other personnel management decisions
- E. Improve employee's job satisfaction and morale



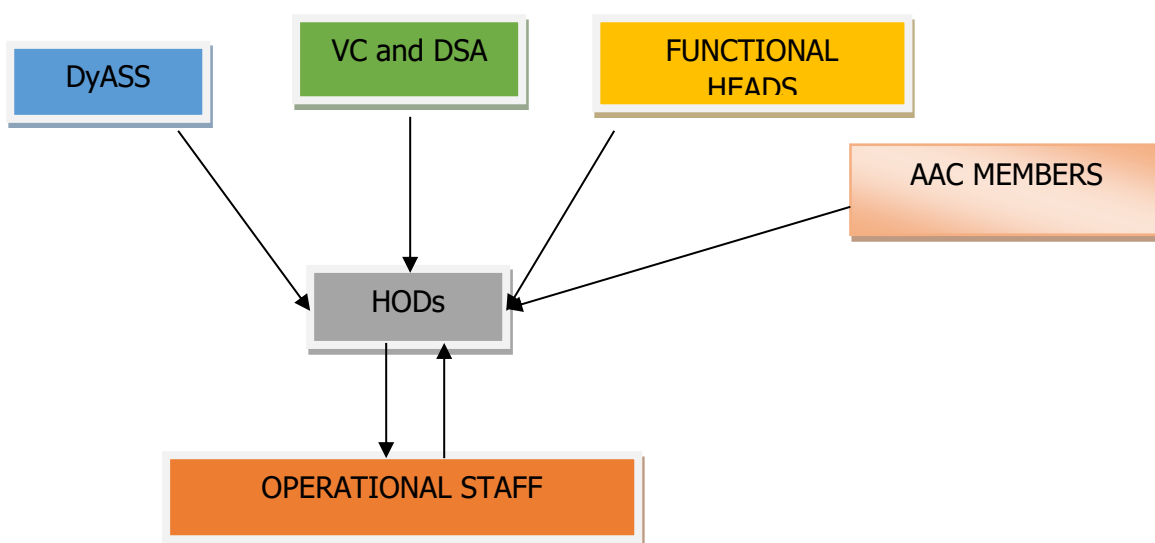
### III. PROCESS FLOW

- A. Step 1**  
SES Committee consists of EC and DyASS as permanent members for every year evaluation
- B. Step 2**  
VC orients staff members on goal setting, objectives and guidelines for the evaluation at the start of the academic year
- C. Step 3**  
Heads of Departments finalize their institutional goal as specified in the goal setting manual guidelines and submit it to VC's office at the start of the academic year. VC and DSA review and approve the goals setting for the academic year.
- D. Step 4**  
Formal evaluation process is initiated with HRD sending emails to all staff members to indicating the start of the online evaluation process.
- E. Step 5**  
After the end of the spring semester, the HOD and Staff members award the grades under the self-evaluation component and present the status of achievement of goal set at the beginning of the academic year to VC and DSA with evidence of achievement.
- F. Step 9**  
VC and DSA evaluates the achievement status of goal set at the beginning of the academic year by the HOD and staff based on the evidence provided
- G. Step 5**  
The staff members logs on to the portal and complete their allotted evaluation components.
- H. Step 6**  
IR Office compiles and analyzes the data and submits the results to the SES Committee.
- I. Step 7**  
SES committee discusses outcomes of the evaluation with staff members and suggestions for improving the weak areas.
- J. Step 8**  
Staff Evaluation Committee forwards its recommendation to the Chair of Executive council for his approval.

### IV. DISSEMINATION OF DATA AND DECISION MAKING

The SES committee reviews the evaluation report and discusses the feedback and appraises individual staff members for necessary actions. SES evaluation report also helps in identifying staff development programs & planning staff recruitment.

## V. SES FRAMEWORK



### I. COMPONENTS OF THE SES SYSTEM

#### i. Head of Department

The evaluation component and its corresponding weights are given below:

**Table 1 - HOD Evaluation component**

Evaluation Components	Weights
<b>a. SES component</b>	80%
<b>b. Institutional Goal Setting Component</b>	20%
<b>Overall rating</b>	100%

#### a. SES Component

**Table 2 - HOD SES component**

S. No	Component	Weights
1	Functional Head	35%
2	AAC evaluation on overall performance of the department	15%
3	Operational Staff	25%
4	Rating from Students Feedback (Applicable for Departments dealing with Students)	20%
5	Self-Evaluation	5%
6	<b>Total</b>	<b>100%</b>



**b. Goal setting component – Refer goal setting manual  
For IR and QA office Overall academic support services students rating will considered**

**ii. Operational Staff**

The evaluation component and its corresponding weights are given below:

**Table 3 – Operational Staff evaluation component**

S. No	Component	Weights
1	DyASS/ Functional Head	25%
2	AAC evaluation on overall performance of the department	15%
3	HOD	35%
4	Rating from Students Feedback (Applicable for Departments dealing with Students)	20%
5	Self-Evaluation	5%
6	<b>Total</b>	<b>100%</b>

**For IR and QA office Overall academic support services students rating will considered**

**iii. Support Staff**

The evaluation component and its corresponding weights are given below:

**Table 4 – Support Staff evaluation component**

S. No	Component	Weights
1	HEAD OF MAINTENANCE/RESPECTIVE HODs	30
2	HEAD OF FINANCE	30
3	HHR	40

**II. EVALUATION GUIDELINES**

**A. HOD EVALUATION GUIDELINES**

**i. SES Evaluation**

Performance evaluation of HODs is carried out by objectively measuring staff member's ability to meeting requirements of job descriptions, managerial capabilities, leadership abilities and communication skills. The evaluation is done by VC, DyASS and/or Functional Head, Operational Staff (as applicable), Students (as applicable). All the evaluations are carried out as per the evaluation tools attached in the Annexure.



**Table 5 - Head of Department Evaluation Matrix**

Components		Weight %
<b>Table 1</b>	Achievement of Departmental Goals	<b>20.00%</b>
<b>Table 2</b>	Interpersonal and Communication Skills	<b>10.00%</b>
<b>Table 3</b>	Productivity/Quantity of Work	<b>10.00%</b>
<b>Table 4</b>	Relationships with Clients	<b>10.00%</b>
<b>Table 5</b>	Work Habits	<b>5.00%</b>
<b>Table 6</b>	Staff Management	<b>10.00%</b>
<b>Table 7</b>	Leadership	<b>15.00%</b>
<b>Table 8</b>	Overall Management	<b>20.00%</b>
	<b>TOTAL (Standard)</b>	<b>100.00%</b>

**a. Section 1: Achievement of departmental goals**

**1. Explanation of the Component**

Measures the achievement of department goals during the academic year.

**2. Evaluation Guidelines**

Departmental goals achievement status is measured through evidences presented in semester and annual closing reports.

**b. Section 2: Interpersonal and Communication Skills**

**1. Explanation of the Component**

It is a measure of ability to effectively provide necessary information clearly and in a timely fashion, listens carefully and has ability to express opinions and decisions clearly.

**2. Evaluation Guidelines**

The interpersonal and communication skills are evaluated based on following statements:

- i)** Makes clear, effective oral communication and presentations.
- ii)** Writes clear, concise and complete communication.
- iii)** Communicates appropriate information timely to the management, other departments and subordinates.
- iv)** Provides timely and relevant information to SUC community and external agencies.

**c. Section 3: Productivity**

**1. Explanation of the Component**

Measures HOD's ability to exceed expectations in terms of volume of work, assigned tasks, complete projects and assignments

**2. Evaluation Guidelines**

The Productivity component is assessed according to the following statements:

- i)** Percentage of work accomplished by the department with accuracy during the semester
- ii)** Assigned tasks are completed within specified time frame by the individuals;
- iii)** Departmental operational calendars are followed





**d. Section 4: Relationships with Clients**

**1. Explanation of the Component**

Measures the ability to communicate effectively with senior administration, peer administrators or managers, and subordinates; obtains and disseminates information to others with a “need to know;” represents the SUC appropriately and effectively among the external public and private constituencies.

**2. Evaluation Guidelines**

The Relationships with Clients are evaluated using the following statements:

- i)** Responding courteously and promptly to all internal and external clients.
- ii)** Conveys positive image of the department.
- iii)** Exhibits ability to adapt to people from different cultures.
- iv)** Maintains calm, professional approach to work related pressure.
- v)** Maintains confidentiality of information of SUC; uses discretion when discussing these matters.
- vi)** Works in coordination with other departments and faculty to provide departmental services.

**e. Section 5: Work Habits**

**1. Explanation of the Component**

Measures the ability to meet deadlines, allocates and delegates the work effectively to right persons, systematic and methodical in completing the task, proactive and has problem solving attitude.

**2. Evaluation Guidelines**

- i)** The work habits are evaluated using the following statements.
- ii)** Regular and punctual to attend office work.
- iii)** Follows procedures for requesting leave and reporting absence, and provides necessary documentation.
- iv)** Uses work time appropriately for work activities; attends meetings promptly.
- v)** Demonstrates flexibility in scheduling and accepting work assignments to meet needs of the department and prioritizes the work as per the requirement of the department.
- vi)** Manages stress, conflict, frustration and does not affect the normal functions.
- vii)** Follows official dress code and presents in a professional manner.
- viii)** General Appearance and grooming is appropriate.

**f. Section 6: Leadership**

**1. Explanation of the Component**

Measures HOD’s ability to provide leadership, goals setting and develop strategies for attaining goals. Develops team spirit and plans, organizes, directs and controls effectively the various activities of subordinates. Provide opportunity for developing technical and personal skills. Trains employees and reposes trust and inculcates values and ethics.

**2. Evaluation Guidelines**

The leadership qualities are evaluated using the following statements:

- i)** Selects trains and develops employees through proper orientation of policies, procedures and work ethics.



- ii) Provides ongoing feedback; actively solicits employee inputs and encourages staff development.
- iii) Appropriate allocation of work to staff so as to achieve optimum productivity; encourages employee involvement in planning and organizing work.
- iv) Delegate authority through clearly stated objectives and assigned accountability.

#### **g. Section 7: Personnel Management**

##### **1. Explanation of the Component**

Measures ability to develop and maintains smooth and effective working relationships with supervisors, peers and subordinates; display personal concern and professional respect for subordinates; reinforce and support subordinates as appropriate; foster cooperation between subordinates and peers and among employees working in cross-functional work groups; Hold subordinates accountable for their performance while assuming personal responsibility for actions of subordinates.

##### **2. Evaluation Guidelines**

The leadership qualities are evaluated using the following statements:

- i) Plans, organizes and allocates equitable work according to the staff abilities.
- ii) Takes necessary decisions appropriately.
- iii) Fosters team spirit and cooperation among departmental staff members and cooperates with other departments.
- iv) Motivates team to accomplish goals and capable of getting the work done.
- v) Acknowledges and appreciates the contribution of departmental staff.
- vi) Contributes valuable suggestions for improving the system, process and operations.
- vii) Acts as a communication link between the management and the staff.
- viii) Has the trust of employs and maintains high morale of employs.
- ix) Solve the departmental issues.

#### **h. Section 8: Overall Management**

##### **1. Explanation of the Component**

Measures HOD's leadership skills, judgment, initiatives, Effective management of projects, subordinates, budget, performance management process and organizational change to produce positive results

##### **2. Evaluation Guidelines**

The overall Management capability will be assessed according to the following statements:

- i) Encourages and demonstrates qualitative performance.
- ii) Collect information, materials and people into a coherent, logical and effective unit.
- iii) Consistently reaches sound decisions as solutions to problems.
- iv) Responsible and exhibits mature managerial/professional behavior.
- v) Contributes to SUC through business development/ image building.



**ii. HOD Self Evaluation**

HOD’s award grades under the self-evaluation component based on the SES Components. IR office compiles the self evaluation report and forwards it to SES committee along with the SES report

**iii. Students Evaluation**

Students evaluate the services provided by each department through academic supports services feedback conducted at the end of the academic year (**Annexure A1**) and the feedback rating will be included in the HOD’s Evaluation. IR office compiles the feedback report and forwards it to SES committee along with the SES report

**iv. DyASS and/or Area Head (VC/Registrar/HOA) evaluation**

Each HOD’s will be evaluated by their corresponding Area Heads to whom they are reporting and the evaluation will be based on the SES components.

**v. VC evaluation**

Head of Departments are required to finalize the institutional goal to be achieved and submit it to VC. After the spring semester the HODs are required to present the status of achievement of goals to SES committee. VC evaluate the achievement status of the goals set at the beginning of the academic year and the same will be included in the HOD’s Evaluation

**B. OPERATIONAL STAFF EVALUATION GUIDELINES**

**i. SES evaluation**

Performance evaluation of staff is carried out by objectively measuring staff member’s ability to meet the requirements of job descriptions, operational responsibilities and meet deadlines. The evaluation is done by SES HOD, DyASS and Students (as applicable). The Head of departments are required to indicate the accomplishment of tasks and make necessary notes in case of incomplete works so as to make the evaluation objective and measurable both quantitatively and qualitatively. All the evaluations are carried out as per the evaluation tools attached in the Annexure.

**Table 6 - Operational Staff Evaluation Matrix**

Components		Weight %
<b>Table 1</b>	Contribution to achievement of Departmental goals during the academic year	<b>20.00%</b>
<b>Table 2</b>	Job Knowledge	<b>15.00%</b>
<b>Table 3</b>	Quality of Work	<b>15.00%</b>
<b>Table 4</b>	Judgment/ Problem-Solving	<b>10.00%</b>
<b>Table 5</b>	Interpersonal and Communication Skills	<b>10.00%</b>
<b>Table 6</b>	Productivity/Quantity of Work	<b>10.00%</b>
<b>Table 7</b>	Innovation (Simplify the work procedure)	<b>5.00%</b>
<b>Table 8</b>	Relationships with Clients	<b>10.00%</b>
<b>Table 9</b>	Work Habits	<b>5.00%</b>
	<b>TOTAL (Standard)</b>	<b>100.00%</b>



**a. Section 1: Contribution to achievement of departmental goals**

**1. Explanation of the Component**

Measures the contribution of the staff towards achieving the departmental goals corresponding to the job description of the staff.

**2. Evaluation Guidelines**

The achievement status of the departmental goals are evaluated based on the evidences presented in the semester and annual closing report of the department.

**b. Section 1: Job Knowledge**

**1. Explanation of the Component**

Measures demonstrated job relevant knowledge and essential skills gained through experience, education and/or specialized training.

**2. Evaluation Guidelines**

The Job knowledge are evaluated using the following statements:

- i)** Follows SUC policies/protocols in carrying out job responsibilities.
- ii)** Clear understanding of job responsibilities, roles and duties.
- iii)** Has a necessary competency in accomplishing job duties.
- iv)** Responds to the inquiries as per the rules and regulations
- v)** Consults with others to clarify issues when required.

**c. Section 2: Quality of Work**

**1. Explanation of the Component**

Measures demonstrated ability to provide accurate, reliable output and confirms to policy and procedures.

**2. Evaluation Guidelines**

The Quality of work are evaluated using the following statements:

- i)** Produces accurate and reliable output/service.
- ii)** Provides complete and effective service to internal & external clients.
- iii)** Documents, files, reports have clear, complete and accurate correspondence with internal and external clients.
- iv)** Consistent improvement seen in terms of quality of work, meeting deadlines and accuracy.

**d. Section 3: Judgment/Problem-Solving**

**1. Explanation of the Component**

Measures performance in identifying and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures.

**2. Evaluation Guidelines**

The Judgment /Problem Solving are evaluated using the following statements:

- i)** Identifies key issues to be addressed, records and keeps appropriate parties well informed about the issues.
- ii)** Analyzes issues and responds appropriately according to the priorities considering holistic effects of the decision.
- iii)** Responds to problems perceived by others and takes action in a timely manner.
- iv)** Capable of providing solution to the problems when needed, involves others to find effective solutions.



- v) Uses outside resources and consultations to the extent; seeks advice/approval when appropriate.

**e. Section 4: Interpersonal and Communication Skills**

**1. Explanation of the Component**

It is a measure of ability to effectively provide necessary information clearly and in a timely fashion, listens carefully and has ability to segregate issues in accordance to importance, priority and relevancy to the operations and communicate the policy and procedures to the stakeholders.

**2. Evaluation Guidelines**

The Interpersonal and Communication skills are evaluated using the following statements:

- i) Listens effectively and clarifies the issues with the student/staff.
- ii) Makes clear, effective oral presentations.
- iii) Develops clear, concise and complete written materials.
- iv) Communicates appropriate information to SUC Community.

**f. Section 5: Productivity/Quantity of Work**

**1. Explanation of the Component**

Measures ability to exceed expectations in terms of work volumes and ability to complete assigned tasks with accuracy and assignments before deadline

**2. Evaluation Guidelines**

The Interpersonal and Communication skills are evaluated using the following statements:

- i) Percentage of work accomplished with accuracy during the semester.
- ii) Assigned tasks are completed within specified time frame;
- iii) Departmental operational calendars are followed as per the job description.

**g. Section 6: Innovation**

**1. Explanation of the Component**

Measures the ability to contribute to new ideas, uses new methods for improved efficiency.

**2. Evaluation Guidelines**

Innovation Skills will be assessed according to the following statements:

- i) Contributes new ideas and methods and implements necessary actions.
- ii) Uses new methods for improved efficiency.
- iii) Demonstrates initiative in taking charge of new assignments and task.
- iv) Adapts to changing priorities, new ideas and methods.

**h. Section 7: Relationships with Clients**

**1. Explanation of the Component**

Measures the ability to develop and maintain positive and functional relationships with internal/external clients that helps in building coordination among the various functional teams.



## 2. Evaluation Guidelines

The Relationships with Clients are evaluated using the following statements:

- i) Responding courteously and promptly to all internal and external clients.
- ii) Conveys positive image of the department.
- iii) Exhibits ability to adapt to people from different cultures;
- iv) Maintains calm, professional approach to work related pressure.
- v) Maintains confidentiality of information of SUC; uses discretion when discussing these matters.
- vi) Works in coordination with other departments and faculty to provide departmental services.

### i. Section 8: Work Habits

#### 1. Explanation of the Component

Measures staff member's ability to meet deadlines, ability to complete the tasks systematically and methodologically. Demonstrates flexibility towards work timings and shares responsibilities with others. Cooperative and is proactive in accomplishing tasks.

#### 2. Evaluation Guidelines

The work habits are evaluated using the following statements:

- i) Regular and punctual to attend office work.
- ii) Follows procedures for requesting leave and reporting absence, and provides necessary documentation.
- iii) Uses work time appropriately for work activities; attends meetings promptly.
- iv) Demonstrates flexibility in scheduling and accepting work assignments to meet needs of the department and prioritizes the work as per the requirement of the department.
- v) Manages stress, conflict, frustration and does not affect the normal functions.
- vi) Follows official dress code and presents in a professional manner.
- vii) General Appearance and grooming is appropriate.

### ii. Operational Staff Self Evaluation

Operational award grades under the self evaluation component based on the SES Components. IR office compiles the self evaluation report and forwards it to SES committee along with the SES report

### iii. Students Evaluation

Students evaluate the services provided by each department through academic supports services feedback conducted at the end of the academic year and the same will be included in the operational staff evaluation. IR office compiles the feedback report and forwards it to SES committee along with the SES report



### III. RATINGS AND AWARDS

**Table 8 – Ratings Scale**

Percentage	Scale
90 – 100	Outstanding
80 – 89	Exceeds Expectation
70 – 79	Meets Expectation
Below 70 – [under observation]	Below Expectation

Employee whose ratings fall below 70% will be kept on observation status and will be required to improve their performance in the next semester immediately preceding the evaluation, failing which the management will reserve the right to initiate corrective action.

#### 5. j Nepotism/Employment of Relatives.

<b>Policy number</b>	<b>HUMR_POLICY_11</b>
<b>Policy name</b>	Nepotism Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

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

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

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

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

As per the policy, no contracts can be offered to the relatives of the members of the board/employees of SUC. However, the contract can be awarded to the relative members if the



application has undergone the due process of competitive bidding wherein a prior public disclosure to public and open tenders with public notice procedures have been followed.

### Remedies for employees and contracts

**i. Employee:**

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

**ii. Contracts:**

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

## 5. k Faculty/Staff Discipline Policy

<b>Policy number</b>	<b>HUMR_POLICY_12</b>
<b>Policy name</b>	Faculty/Staff Discipline Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

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

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

**i. Categories**

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

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

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





#### **a. Dereliction of responsibilities**

Disciplinary procedures would be applied after ensuring that the reason of the problem is related to negligence, motivation, and commitment of the Employee. Categories include but are not limited to:

1. Failure to produce a sufficient quantity of work,
2. Failure to produce work of acceptable quality,
3. Failure to produce accurate work,
4. Failure to produce work on time,
5. Poor manner of work performance,
6. Continued tardiness, absenteeism, or other abuses of leave

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

#### **b. Indiscipline or Misconduct**

Indiscipline or Misconduct occurs when an employee exhibits any severe or pervasive behavior and could result in discipline, including willful or negligent actions or behaviors by a Employee that are unacceptable in the employment context (either on or off the job), that may disrupt the workplace, and/or that may constitute abuse of any person for whom (or property for which) the SUC has responsibility. These include but are not limited to:

1. Violence or other aggressive or disruptive behaviors,
2. Illegal activities,
3. Willful violations of Federal/State law or regulations or SUC policies
4. Insubordination,
5. Misuse of SUC property,
6. Refusal or failure to carry out reasonable instructions
7. Smoking in non-designated areas
8. Distribution of unauthorized pamphlets or literature
9. Breach of any of the SUC regulations
10. Engaging in any other professional activity outside the SUC without the prior written consent of the Vice Chancellor
11. Gambling in the premises
12. Failure to maintain/obtain credentials or the falsification of credentials,  
or
13. Professional misconduct.

#### **c. Gross Misconduct**

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

1. Result in death or serious bodily injury, or create conditions that increase the chance for death or serious bodily injury, to employee(s), Member(s) of the public, and/or to person(s) over whom the SUC has responsibility, or



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

#### **d. Corrective Measure**

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

##### **1. Verbal Warning**

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

##### **2. Written Warning**

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

##### **3. Final Written Warning**



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

#### 4. Dismissal

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

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

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

#### e. Authority to Take Disciplinary Action

1. The responsibility to deal and initiate disciplinary action including written warning would be with the Vice Chancellor in coordination with Dean (School of Business and School of IT)/HOD, DYASS & HRD.
2. The responsibility to deal with final written warning would lie with the Vice Chairman/COEC who will do so in conjunction with Vice Chancellor, Dean (School of Business and School of IT), DYASS & HRD.
3. The responsibility to deal with dismissal cases would be with the Vice Chairman/COEC.

#### 1. Disciplinary Action Committee in case of Academic Staff:

Disciplinary Action committee will comprise of the Vice Chancellor, DYASS & Head Admin, who will coordinate with the HRD in case of any disciplinary issue so that the HRD can take action accordingly.

#### 2. Disciplinary Action Committee in case of Academic Support Staff:

Disciplinary Action committee will comprise of the Vice Chancellor, DYASS and HOD who will recommend course of Action to the HRD in case of any disciplinary issue so that the HRD can coordinate action accordingly.



## 5.1 Faculty and Professional Staff Appeals

<b>Policy number</b>	<b>HUMR_POLICY_13</b>
<b>Policy name</b>	Faculty and Professional Staff Appeals
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

### A. INTRODUCTION

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

### B. PURPOSE

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

### C. GROUNDS OF APPEAL

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

An employee may appeal for the review on following grounds:

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

### D. TIMEFRAME FOR APPEAL

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

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



## **E. FORMATION OF APPEALS COMMITTEE**

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

## **F. RESPONSIBILITIES OF THE COMMITTEE**

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

## **C. HANDLING OF LEGAL ISSUES**

### **i. Introduction**

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

### **ii. Formation of Committee**

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

### **iii. Responsibility of the Committee**

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

### **iv. Process Flow**

- a. The Chair of the Legal Affairs Committee and HR calls for a meeting of its members.
- b. The members review the decision and the relevant documents submitted to the Legal Affairs Committee.



- c. Any additional information required will be sought from concerned department to have a holistic understanding of the case / issue.
- d. The Legal Affairs Committee and HR reviews the documents related to the issue / case and evaluates the opinions of both the parties
- e. The Legal Affairs Committee and HR will consult the Legal Advisor or Consultant to seek for professional legal assistance before submitting the report to the Vice Chancellor.
- f. Vice Chancellor communicates the report of the Legal Affairs Committee and HR to the Executive Council and the decision to resolve the issue is taken.

### Frequency and authority of review

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

## 5.m Faculty and Professional Staff Grievances

<b>Policy number</b>	<b>HUMR_POLICY_14</b>
<b>Policy name</b>	Faculty and Professional Staff Grievances
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	2 NOVEMBER 2020
<b>Verified by</b>	DYASS & REGISTRAR

### A. GRIEVANCE POLICY & PROCEDURES

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

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

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



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

i. **Applicability**

The Grievance Redressal Procedure shall not apply to the Executive Council Members. All other Employees may seek redressal through this process.

ii. **Grievance Policy**

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

a. **Violation of academic freedom as defined in this manual**

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

b. **Timeframe for grievance Redressal**

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

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

c. **Procedure of Grievance Redressal**

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

1. **Informal Attempts at Conflict Resolution**

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

2. **Notice of Grievance**

If informal approaches to resolve grievance fails, then Employee with grievance must file a "Grievance form" available with HRD and must be submitted to the HRD. The "Grievance form" shall contain a concise statement of the reasons that led to the



grievance. The statement must also specify the remedy. The grievant must file the notice within 7 working days of the grievance.

### **3. Formation of a Grievance Committee**

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

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

### **4. Mandate of a Grievance Committee**

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

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

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

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

#### **d. The Grievance Hearing**

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

1. Elect a chair
2. Establish procedures necessary for a fair and orderly meeting
3. Forward a copy of the “Grievance Redressal Form” to all parties against whom the grievance is filed





4. Solicit documents or other hard copy or electronic evidence from parties to the grievance

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

**e. The Findings of the Grievance Committee**

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

**f. The Final Decision of the Vice Chancellor**

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

The Vice Chancellor’s decision in all cases will be final.

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

## 5.n Graduate Assistants

<b>Policy number</b>	<b>HUMR_POLICY_15</b>
<b>Policy name</b>	Graduate Assistants
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 5: Faculty and Professional Staff
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

The institution ensures that its use of Graduate (MBA) students as assistants in teaching and instruction takes account of their other academic responsibilities. Graduate MBA students may support the faculty by aiding with class activities (such as practical sessions and tutorials), facilitating group discussions and team-based learning, and offering research and technical support.



Graduate assistants (GA) work a set number of hours per week and in return receive a tuition fee waiver or a monthly stipend. Both are awarded on a competitive, semester-by-semester basis (not awarded in the summer semester). A graduate assistantship may be held for a maximum of two years.

- i. A GA will provide students with opportunities to develop research experience by working with a faculty member on research-related activities.
- ii. GA will provide students with opportunities to gain teaching-related experience through part-time employment in positions such as lab assistants.



# MOE STANDARD 6. STUDENTS

## 6. a UNDERGRADUATE ADMISSIONS

<b>Policy number</b>	<b>ADMN_POLICY_15</b>
<b>Policy name</b>	Undergraduate Admission Requirement
<b>Policy version</b>	Version 3
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	DYASS & REGISTRAR

### I. DIRECT ENTRY REQUIREMENT

All admissions in SUC are guided by Ministerial Decrees # 200/yr. 2004 and 133/yr. 2005; The Standards for Licensure & Accreditation 2019.

An applicant seeking admission for Undergraduate program is required to fulfill the following three conditions:

- i. High School Qualification
- ii. English Language Proficiency
- iii. Mathematics Proficiency

Details of the above three requirements are as follows

#### i. HIGH SCHOOL QUALIFICATION

- a. Prospective student should have 60% marks in the secondary school of UAE or its equivalent as per the International Grade Conversions published by World Education Services Inc. ([www.wes.org](http://www.wes.org)) and [www.classbase.com](http://www.classbase.com). Student having any equivalent qualification from an institution in UAE must get the documents attested by the Ministry of Education. For qualifications obtained from abroad, attestation is required from the relevant authorities of that country and Ministry of Foreign Affairs, UAE.
- b. IGCSE/GCSE/GCE (O-Level): All documents require attestation from the competent authorities.

##### 1. 13 YEARS OF SCHOOLING

- 1.1. Student class no. 10 – should pass 5 “O level “ (grade A to E)
- 1.2. Student class no. 11 – should pass “2 AS level ” or “1 A level” (grade A to D)
- 1.3. Student class no. 12 – should pass : 2 AS level” or “1 A level ” (grade A to D)
- 1.4. Student should submit the school transcript to confirm the year of studies
- 1.5. Islamic & Arabic compulsory but not counted
- 1.6. Arabic is compulsory for all students [Arabs and non-Arabs]
- 1.7. Islamic is compulsory for Muslims regardless of any nationality
- 1.8. Equivalency is compulsory for admission for individual student

##### 2. 12 YEARS OF SCHOOLING

- 2.1. Student class no. 11 – should pass 5 “O level “ (grade A to E)
- 2.2. Student class no. 12 – should pass “2 AS level ” or “1 A level” (grade A to D)
- 2.3. Student should submit the school transcript to confirm the year of studies
- 2.4. Islamic & Arabic compulsory but not counted



- 2.5. Arabic is compulsory for all students [Arabs and non-Arabs]
- 2.6. Islamic is compulsory for Muslims regardless of any nationality
- 2.7. Equivalency is compulsory for admission for individual student

c. American Diploma after 12 years of schooling is permitted.

Along with the 12th certificate student should submit SAT & IELTS [academic] or TOEFL for entry requirement

1. SAT – 500 ; IELTS [academic] – 5 or TOEFL – 500 [no other certificates will be accepted]

Or

2. EMSAT – MATHS – 500 ; EMSAT – ENGLISH - 1100
3. Islamic Education is compulsory for Muslims & Arabic Language is compulsory to Arabs & Non-Arabs which will not be counted
4. Minimum 5 courses in each grade 10, 11 and 12 with passing mark of 60% (Refer ministerial degree 4443/2001)

*Note: SUC accepts students with American diploma as per the MOE guidelines with anyone of the category mentioned below*

1. **IB Diploma:** Requirements include 6 subjects; with minimum 24 points and must have minimum of 3 High Level subjects and 3 SL subjects. Arabic & Islamic not counted but required.

- Islamic Education is compulsory for Muslims & Arabic Language is compulsory to Arabs & Non-Arabs which will not be counted
- Minimum 5 courses in each grade 10, 11 and 12 with passing mark of 60%

(Refer ministerial degree 4443/2001)

2. **IB Certificate**

- SUC to accept IB certificate requires a minimum grade of 22 points
- IB certificates are considered as American Diploma and are equalized by Ministry of Education.
- Should require SAT (500 Math & 500 TOEFL)

3. **IB Career:** IB Career is considered as Vocational (Technical School) Normally require higher number of points (26-28)

d. **Other SS Qualifications (inside UAE):**

Students from the Iranian, Indian, Pakistani, Philippine, French or German high school curriculum require 12 years of schooling and attestation from MOE/ KHDA/ ADEC.

e. **Secondary School Qualifications Obtained Outside UAE:**

1. Must meet the requirements for admission into university in the country of origin
2. With Min 11 years of schooling
3. Attestation: Education Authority (Home Country); Ministry of Foreign Affairs (Home Country); UAE Embassy, Ministry of Foreign Affairs, UAE; Evidence of completion of Secondary School Stage



**NOTE:** With effect from 14<sup>th</sup> April 2020, Accredited Foundation Programs aimed at admitting students with a High School Average of less than 60%, offering such Foundation Programs cannot be recognized as an award, or as providing an admission path for accepting students who did not obtain high school certificate with 60% & above.

## ii. ENGLISH LANGUAGE PROFICIENCY

Prospective student is required to fulfill any one of the following English Proficiency requirements for admission to Undergraduate program as given below:

- A minimum score of 500 out of 677 on Institutional Test of English as Foreign Language (TOEFL-ITP) (certificates will be accepted upon verification by the ETS)
- A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)
- A minimum score of 1100 in EmSAT Achieve English (Emirates Standardized Test)
- Any other equivalent test standardized nationally, or internationally, recognized and approved by the MoE.

**Table 1: English Proficiency Score Range for Direct entry to Undergraduate Program**

S.No	IELTS [ACADEMIC]	TOEFL - ITP	EmSAT Achieve English	Enrollment Status
1	>=5	>=500	>=1100	Direct entry to Undergraduate Program

### **NOTE:**

- A native speaker who has completed his / her undergraduate education in an English-medium institution may not be required to provide certification in English Language Proficiency*
- Institutional TOEFL / IELTS score only from recognized testing centers or AMIDEAST is acceptable*
- Requirements are applied regardless of educational system or country where student is coming from.*
- The English proficiency qualifying result should be submitted within 1 week of the commencement of the program*
- Transfer student need to have English proficiency eligibility upon registration failing which they will have to undergo the preparatory courses as will follow above category*

## iii. MATHEMATICS PROFICIENCY

Prospective student is required to fulfill any one of the following Mathematics Proficiency requirements for admission to Undergraduate program as given below:

- A minimum score of 500 in EmSAT Mathematics Test
- A minimum score of 500 in SAT
- Holding diploma or transfer of credit from an institution accredited by MOE and having a grade "C" or above in a Mathematics course.



## II. CONDITIONAL ADMISSION REQUIREMENT

The VC reserves the right to admit a student on condition under following circumstances where the student does not satisfactorily meet the admission criteria as per MOE:

### i. **Conditional Admission to Students not Meeting English Proficiency Requirements:**

The requirements for conditional admission under the above circumstances has been detailed below:

Students who have fulfilled the High School requirement and have achieved an English Proficiency score as given in below table may be conditionally admitted to the Undergraduate program by signing an undertaking for submission of the required English Proficiency score within the first semester. The student is also required to register for the English preparatory course offered at SUC and must obtain a minimum English Proficiency score as per Undergraduate Admission requirements in order to continue his / her admission to the Undergraduate program.

**Table 2: English Proficiency Score Range for Conditional Admission to Undergraduate Program**

IELTS [ACADEMIC]	TOEFL - ITP	EmSAT Achieve English	Enrollment status
4.5-4.99	450-499	825 - 1099	Conditional enrollment in Undergraduate Program with a maximum of 4 courses (General Education credit-bearing Courses only in subjects for which they have the preparation, knowledge, and Skills to enable them to achieve the course learning outcomes) to be taken in the first semester and register into 45 hours of English preparatory course

### a. **Procedure to apply for Conditional admission**

1. Fill up the Application form for Admission in SUC.
2. Submit Admission entry requirement documents.
3. Pay the application, registration and first installment fee along with the submission of application form
4. Candidates without English Proficiency scores and / or Mathematics Proficiency score, will have to appear for the corresponding tests as per schedule.
5. Students need to register for 45 hours of English preparatory course
6. Appeal to VC for consideration of conditional admission
7. Conditional admission may be granted / rejected at VC's discretion

#### **NOTE:**

1. Student must submit English proficiency certificate latest by 9<sup>th</sup> July 2020 and this condition is applicable only for summer 2020 due to COVID-19 pandemic and lockdown
2. During the current COVID19 pandemic situation in case the student has not appeared in English proficiency test approved by the MOE or is not meeting the minimum score as per the admission criteria the student must register for the official TOEFL IBT special Home Edition Test or the official IELTS Indicator online edition and obtain the passing score as per the admission criteria for the conditional admission. As soon as MoE approved testing centers will open to take English proficiency test, student must appear and submit required English proficiency test score, or subject to dismissal.
3. Candidate below required English proficiency requirement will not be allowed for admission into undergraduate program



## 6. b GRADUATE ADMISSIONS

<b>Policy number</b>	<b>ADMN_POLICY_16</b>
<b>Policy name</b>	Graduate Admission Requirement
<b>Policy version</b>	Version 3
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	DYASS & REGISTRAR

### I. DIRECT ENTRY REQUIREMENT

All admissions in SUC are guided by Ministerial Decrees # 200/yr. 2004 and 133/yr. 2005; The Standards for Licensure & Accreditation 2019.

An applicant seeking admission for Graduate program is required to fulfill the following two conditions:

- i. Bachelor Degree
- ii. English Language Proficiency

Details of the above two requirements are as follows:

#### i. Bachelor Degree Grade

Bachelor's degree earned in a discipline appropriate for the prospective graduate degree, with a minimum cumulative grade point average (CGPA) of 3.0 on a 4.0 scale or its established equivalent

#### ii. English Language Proficiency Requirement (TOEFL/IELTS/EmSAT)

Prospective MBA student is required to fulfill any one of the following requirements for admission as given below:

- a. A minimum score of 550 out of 677 on Institutional Test of English as Foreign Language (TOEFL-ITP)
- b. A minimum score of 6.0 on International English Language Testing System (IELTS - Academic)
- c. A minimum score of 1400 in EmSAT Achieve English (Emirates Standardized Test)
- d. Any other equivalent test standardized nationally, or internationally, recognized and approved by the MoE.

**Table -3 English Proficiency Score Range for Direct Entry to Graduate Program**



S.No	IELTS [ACADEMIC]	TOEFL - ITP	EmSAT Achieve English	Enrollment Status
1	>=6	>=550	>=1400	Direct Entry to MBA Program

**NOTE:**

1. A native speaker who has completed his / her undergraduate education in an English-medium institution may not be required to provide certification in English Language Proficiency
2. Institutional TOEFL / IELTS score only from recognized testing centers or AMIDEAST is acceptable.
3. Requirements are applied regardless of educational system or country where student is coming from.
4. The English proficiency qualifying result should be submitted within 1 week of the commencement of the program
5. Transfer student need to have English proficiency eligibility upon registration failing which they will have to undergo the preparatory courses as given in above table-3
6. If a student joins graduate program immediately upon completion of the SUC undergraduate program, the English proficiency scores obtained at the time of admission to undergraduate program can be accepted for admission to the graduate program provided he meets requirements given in above table-3. Otherwise the student has to submit a new IELTS / TOEFL / EMSAT score as per requirement.

**i. MBA QUALIFYING PROGRAM (MQP)**

A candidate who is seeking admission with a Bachelor's Degree (3 years and above) obtained from a non-business discipline is required to undergo the MQP by taking the following seven courses. In case candidate has already completed any of the MQP courses in the Bachelor degree, he may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by them. However, the decision for the exemption will be made jointly by the Dean and VC upon carefully reviewing the course contents as per SUC TOC policy.

The following are the courses required to complete the MQP so as to establish the required knowledge for a student is acquired before enrolling into the MBA program.

CODE	COURSES
FIA5001	ACCOUNTING PRINCIPLES & PRACTICE
ECO5002	ECONOMICS PRINCIPLES & PRACTICE
MAT5003	FUNDAMENTALS OF QUANTITATIVE METHODS
FIA5004	PRINCIPLES OF FINANCE
MGM5005	PRINCIPLES OF MANAGEMENT
MKT5006	PRINCIPLES OF MARKETING
MGM5007	OPERATIONS MANAGEMENT

All these courses are equivalent to 3 credit hours at BBA level. These credits cannot be used for





replacing any of the MBA level courses as these will be treated non-credit bearing courses and are only for the purpose of completing MQP and no transcript shall be issued. Most of these courses are offered at the SUC BBA program enabling the aspirants to pick up any of these courses during the regular semesters of the BBA program or opt for MQP schedule.

**ii. MQP TRANSFER OF CREDIT POLICY**

- i.** TOC will be granted to courses with a grade C at the Undergraduate level with overall CGPA above -2
  - ii.** Fill up the MQP TOC application form in SUC
  - iii.** Submit the following TOC Admission entry requirement documents:
    1. The official transcript from accredited institutions
    2. Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
    3. Processing fee of AED 525/- (non-refundable) must be paid for evaluation
  - iv. Business Undergraduate** Students must complete at least two courses of Foundation bridging program (MBA Qualifying Program – MQP).
  - v. Non-Business Undergraduate Students** must complete all seven courses of Foundation bridging program (MBA Qualifying Program – MQP). Transfer of credits can be granted for up to maximum 5 courses out of 7 courses of the MBA Qualifying Program as per MQP TOC policy.
- iii. CHALLENGE EXAM FOR NON- BUSINESS GRADUATES WITH EXTERNAL MQP:**  
Non-Business graduates who have completed MQP Program from an MOE approved institution will have to undergo a challenge exam at SUC

Students taking challenge exam must abide by following guidelines:

- a. They need to achieve minimum 'B' grade in all seven MQP challenge exam to qualify and join the MBA program without undergoing MQP.
- b. A handbook for each course of challenge exam will be provided to the student.
- c. Student is required to pay the applicable challenge exam fees for each course
- d. Students needs to pass the challenge exam in the first attempt. There will be no second attempt provided.
- e. If the student fails to appear for the challenge exam on the scheduled date, the student can take the challenge exam on a new date by paying the exam fees again.
- f. If the Student fails to clear challenge exam, he has to undergo MQP by paying the applicable fee for MQP.

**iv. REMEDIAL COURSES**

A candidate who is seeking admission to graduate program with a recognized Bachelor's degree and a minimum cumulative grade point average (CGPA) of 2.0 to 2.49 on a 4.0 scale or its established equivalent, has to appear in maximum of nine graduate-level credit hours as remedial preparation for the graduate program. These remedial courses are not for credit within the degree program. The student must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent in the following remedial courses in order to progress to the graduate program or be subject to dismissal.

The list of remedial courses are as follows:



CODE	COURSES
RHR6001	HUMAN RESOURCE MANAGEMENT
RQT6001	QUANTITATIVE METHODS FOR DECISION MAKING
ROM6001	OPERATIONS MANAGEMENT

## II. CONDITIONAL ADMISSION – GRADUATE

The VC reserves the right to admit a prospective graduate student on condition under following circumstances where the student does not satisfactorily meet the admission criteria as per MOE.

The requirements for conditional admission have been detailed below:

### i. **CONDITIONAL ADMISSION TO BUSINESS GRADUATES**

Candidates seeking admission in Graduate Program of SUC and is short of meeting CGPA or English language proficiency criteria, which are categorized in the following table, will be considered under conditional admission.

CATEGORY	UG-CGPA	ENGLISH PROFICIENCY REQUIREMENT		
		IELTS [ACADEMIC]	TOEFL - ITP	EmSAT Achieve English
Case-BA	≥ 3 on scale of 4 or its equivalent	5.5-5.9	530-549	1250 - 1399
Case-BB	2.50 to 2.99	Meets the criteria (refer English Proficiency criteria)		
Case-BC	2.00 to 2.49	Meets the criteria(refer English Proficiency criteria)		

### **Case-1: Candidates having CGPA ≥ 3.0 On 4.0 Scale not meeting English Proficiency Requirement**

ENGLISH PROFICIENCY REQUIREMENT			ENROLLMENT STATUS
IELTS [ACADEMIC]	TOEFL - ITP	EmSAT Achieve English	
5.5-5.9	530-549	1250 - 1399	Conditionally enrolled in the Graduate Program with a maximum of 2 courses to be taken in the first semester and must complete the 2 courses with a minimum CGPA of 3.0 on a scale of 4.0 within one semester and undergo 45 hours of English preparatory course or be subject to dismissal

### **Case-2: Candidates having CGPA between 2.5 to 2.99**

- a. Must achieve an overall grade point average of 3.0 on a 4.0 scale within first semester, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program in first semester of Weekdays or first two semesters of Weekend or be subject to dismissal

### **Case-3: Candidates having CGPA between 2.0 to 2.49**

- a. Must complete a maximum of nine graduate-level credit hours as remedial preparation for the graduate program (These remedial courses are not for the credit within degree program).
- b. The student must achieve a minimum CGPA of 3.0 on a 4.0 scale within first semester, or its established equivalent, in nine credits hours of remedial courses in order to progress to the graduate program or be subject to dismissal



**NOTE:**

1. Student must submit English proficiency certificate latest by 9<sup>th</sup> July 2020 and this condition is applicable only for summer 2020 due to COVID-19 pandemic and lockdown
2. During the current COVID19 pandemic situation in case the student has not appeared in English proficiency test approved by the MOE or is not meeting the minimum score as per the admission criteria the student must register for the official TOEFL IBT special Home Edition Test or the official IELTS Indicator online edition and obtain the passing score as per the admission criteria for the conditional admission. As soon as MOE approved testing centers will open to take English proficiency test, student must appear and submit required English proficiency test score, or subject to dismissal.
3. Candidate below required English proficiency requirement will not be allowed for admission into graduate program

**ii. CONDITIONAL ADMISSION TO NON-BUSINESS GRADUATES**

Candidates seeking admission in Graduate Program of SUC and is short of meeting CGPA or English language proficiency criteria, which are categorized in the following table, will be considered under conditional admission.

Candidates seeking admission in Graduate Program of SUC and is short of meeting CGPA, which are categorized in the following table, will be considered under conditional admission.

UG-CGPA		English Proficiency
Case-NA	≥ 3.0	Meets the criteria (refer English Proficiency criteria)
Case-NB	2.50 to 2.99	Meets the criteria (refer English Proficiency criteria)
Case-NC	2.00 to 2.49	Meets the criteria(refer English Proficiency criteria)

**Case 1: Candidates having CGPA ≥ 3.0 on 4.0 scale**

Must complete the MQP requirement and must achieve a minimum CGPA of 3.0 on a 4.0 scale in each MQP course within first semester or be subject to dismissal

**Case 2: Candidates having CGPA between 2.5 to 2.99**

- a. Must complete the MQP requirement and must achieve a minimum CGPA of 3.0 on a 4.0 scale in each MQP course within first semester or be subject to dismissal
- b. Must achieve a minimum CGPA of 3.0 on a 4.0 scale, or its established equivalent, in nine credits hours of courses in the first semester of the graduate program or subject to dismissal

**Case 3: Candidates having CGPA between 2.0 to 2.49**

- a. Must require Approval from MOE
- b. Must complete the MQP requirement and must achieve a minimum CGPA of 3.0 on a 4.0 scale in each MQP course in first semester or be subject to dismissal
- c. Student also must achieve a minimum CGPA of 3.0 on a 4.0 scale in second semester, or its established equivalent, in six credits hours of remedial courses in order to progress to the graduate program or be subject to dismissal (These remedial courses are not for the credit within degree program)



**NOTE:**

1. *(Student must submit English proficiency certificate latest by 9th July 2020 and this condition is applicable only for summer 2020 due to COVID-19 pandemic and lockdown;)*
2. *During the current COVID19 pandemic situation in case the student has not appeared in English proficiency test approved by the MOE or is not meeting the minimum score as per the admission criteria the student must register for the official TOEFL IBT special Home Edition Test or the official IELTS Indicator online edition and obtain the passing score as per the admission criteria for the conditional admission. As soon as MoE approved testing centers will open to take English proficiency test, student must appear and submit required English proficiency test score, or subject to dismissal.*

## 6 c. TRANSFER ADMISSION

<b>Policy number</b>	<b>ADMN_POLICY_17</b>
<b>Policy name</b>	Transfer Admission Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	DYASS & REGISTRAR

SUC accepts students who are transferring from a federal or licensed institution in the UAE, or a foreign institution of higher learning based outside the UAE and accredited in its home country, are eligible for transfer admission; after fulfilling the transfer admission requirement / conditions detailed below.

### Procedure for Finalizing Institutions for the Purpose of Transfer of Credits Qualification

SUC will accept transfer of credits only from the Institutions under the following categories:

- a. Accredited by the MOE, UAE
- b. Accredited by the Central or Regional accreditation bodies in the United States of America
- c. Accredited by the UGC Grants Commission of India
- d. Accredited by the HEC Grants Commission of Pakistan
- e. Approved by the Quality Assurance Agency in Education, U.K.
- f. Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission

### Documents Required to be submitted by Transfer Admission students

- a. The official transcript from accredited institutions
- b. Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
- c. An official letter from the previous institution
- d. All documents mentioned in the admission requirements



- e. Applicable processing fee (non-refundable) must be paid for evaluation
- f. Once a student will change his/her emphasis, process will be treated as new, thus, additional fee will be applicable as per published fees structure

## UNDERGRADUATE TRANSFER ADMISSION

Transfer of credit is granted under the following conditions:

- i. They must pass the English and Mathematics proficiency requirement.
- ii. The student must be in good academic standing and still eligible to return to the current or former institution.
- iii. Students who are not in good standing may get transfer only to a different major from the one from which the student is transferring
- iv. The course contents mentioned in the Course Delivery Package of the previous institution should match to a minimum of 75% of the SUC Syllabus of the corresponding course thereby ensuring similarity in the course learning outcomes.
- v. The student must attend a minimum of 50% of the credit hours of their study plan at SUC in other words, only up to 50% of the courses offered in SUC can be offered as transfer of credits transferred to the program.
- vi. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
- vii. The students must have passed the course with a minimum of 'C' grade or equivalent.
- viii. Maximum credits awarded for transfer admission will be limited to specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.
- ix. No transfer can be awarded for Capstone and protected courses of SUC.
- x. Once TOC is granted and the Graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.
- xi. A student is placed in the Senior Level status only after completing all the balance courses till the junior level.
- xii. In case student changes the major area of study the student will have to re-apply for TOC. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- xiii. The grades of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- xiv. The processing fees of TOC is non-refundable and is charged (as per applicable fee structure).
- xv. Transfer admission students will not be included in the toppers list.
- xvi. TOC will be awarded to students of Higher College of Technology diploma holders on the following conditions. (This provision is made available as per the Ministry of Higher Education & Scientific Research (MOE) circular no.1 (amended) dated 11th March 2006).
  - 1. The 12th standard Certificate should not be less than 50%.
  - 2. His/her diploma should be accredited and attested by MOE or its equivalence certificate for those who graduate outside UAE.
  - 3. To check the validity of the certificate issued by HCT and make sure that it is authentic.
  - 4. CGPA should be 2.0 and above.
  - 5. The student should get "C" grade and above in the following subjects:
    - 1. English
    - 2. Math
    - 3. Computer
  - 6. Any other conditions followed by the institutions. Once the acceptable transfer of credits is decided, the student is informed and can then proceed for registration. Appropriate fee reduction is given for the courses granted transfer of credit.



- xvii. Once the TOC is granted, it will be informed to student along with the graduation plan for review & consent with signature.
- xviii. Once a student will change his/her major, process will be treated as new, thus, additional fee will be applicable as per published fees structure.
- xix. Once a student has joined the SUC and wish to enroll external course/s, these courses should be approved by Administration Dept. before starting the course; otherwise TOC will not be granted along with applicable fees.
- xx. This TOC process once approved is applicable only for the mentioned intake.
- xxi. TOC will not be granted to conditionally enrolled student for the courses which are in offer in the 1st semester.
- xxii. TOC students understand that even if they are left with less number of courses at any level, they cannot be granted courses from next level unless and until they have successfully completed level which they are in, as per SUC policy.
- xxiii. Fee waiver for the TOC courses granted will be applicable only on completion of the program, otherwise, the full amount must be paid.

**Note:**

1. For transfer from one school to other school within SUC, the TOC policy shall remain same. However, the fee structure of the new school to which the student is transferred shall be applicable.
2. In case the student was granted any scholarship / fee waiver, the percentage of scholarship / fee waiver shall remain same. However, the amount of discount shall be calculated based on the new fee structure applicable for the specific school.

**GRADUATE TRANSFER ADMISSION**

Only up to 25% of the courses offered in SUC can be offered as transfer of credits transferred to the program. A maximum of 9 credit hours can be accepted as transfer into the MBA Program of SUC provided these credit hours are adequate to meet the requirements for Transfer of credits (TOC) procedures. All the courses in the curriculum are protected except the following courses that can be replaced by accepting TOC from any accredited MBA level program:

COURSE CODE	COURSE NAME
CIS6001	CORPORATE INFORMATION STRATEGY & MANAGEMENT
FIA6001	MANAGERIAL ACCOUNTING
ECO6001	MANAGERIAL ECONOMICS
ORB6001	ORGANIZATIONAL BEHAVIOUR
MKT6101	MARKETING MANAGEMENT

Transfer admission students have to fulfill the following requirements /conditions:

**i. Documents Required**

- a. The official transcript from accredited institutions
- b. Detailed syllabi (Credit Value, Level, detailed course content, learning outcomes/objective and indicative learning resources)
- c. An official letter from the previous institution
- d. All documents mentioned in the admission requirements
- e. Applicable processing fee (non-refundable) must be paid for evaluation



- f. Once a student will change his/her emphasis, process will be treated as new, thus, additional fee will be applicable as per published fees structure

Transfer of credit is granted under the following conditions:

- a. They must pass the English proficiency requirement.
- b. The student must attend a minimum of 75% of the credit hours of their study plan at SUC in other words, only up to 25% of the courses offered in SUC can be offered as transfer of credits transferred to the program.
- c. The course contents mentioned in the Course Delivery Package of the previous institution should match to a minimum of 75% of the SUC Syllabus of the corresponding course.
- d. The student must attend a minimum of 27 credit hours of their study plan at SUC in other words, only up to 9 credits or 3 courses can be transferred to the program.
- e. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
- f. Must have passed the course with a minimum of 'B' grade or equivalent and overall CGPA of 3.0 on a scale of 4.0
- g. Maximum credits awarded for transfer admission will be limited specified courses at SUC. In case credits earned at the original institution are less than those at SUC, the lower credits will be awarded as transfer.
- h. Once TOC is granted and the graduation plan is signed by the student, the student cannot challenge the TOC decision during the progression of course.
- i. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and VC.
- j. Prohibit accepting credit twice for substantially the same course taken at two different institutions.
- k. The grade points of transferred courses will not be included while calculating the student's Grade Point Average (GPA).
- l. TOC processing fee is non-refundable (as per applicable fee structure)

#### 6. d. Advanced Standing.

**NOT APPLICABLE**

#### 6. e. Recognition of Prior Learning.

<b>Policy number</b>	<b>ADMN_POLICY_18</b>
<b>Policy name</b>	Recognition of Prior Learning
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

#### I. Introduction



The National Qualification Authority defines Recognition of Prior Learning as: “the assessment of previously unrecognized skills and knowledge achieved outside the formal education and training system”. SUC RPL policy assess the previously attained unrecognized knowledge and skills against the requirement of formal qualification in terms of outcomes to achieved (Program or course learning outcomes).

The RPL applicant will be awarded credit when they have demonstrated that they have successfully met the learning outcomes and assessment criteria of the program

## II. Procedure

- i. Prospective students who are seeking credit on the basis of formal and/or non-formal prior learning need to submit the application with requisite fee
- ii. RPL applicants also needs to submit an evidence-based portfolio of the work experience or competencies acquired through certificates and work experience
- iii. SUC RPL committee will assess RPL application and the Portfolio, to verify whether the applicant has achieved the learning outcomes including knowledge, skills and competences required for a particular course that the applicant applied for
- iv. The result of assessment will be formally communicated to the applicant by the committee
- v. No more than 15% of the total program credits will be awarded for any RPL application

## III. RPL Committee

The RPL committee is constituted by the VC of SUC and Deans. Dean of School of Business and School of IT will be members of the committee. The committee may co-opt subject experts during the RPL review process whenever necessary

## 6. f STUDENT RECORDS

<b>Policy number</b>	<b>ADMN_POLICY_19</b>
<b>Policy name</b>	STUDENT RECORDS
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

The documents being maintained in SUC will normally fall in three categories viz:

Each of the above maintained separately

**Note:** All the above documents will be maintained as student file till graduation and thereafter the documents are converted into PDF file and stored in electronic archive, hard copies of the documents will be completely destroyed after four years from the date of graduation

### A. ADMINISTRATIVE RECORDS

Administrative records comprise of the personal profile of each and every student of SUC and consist of the following:

- i. **Enrolment Form:** Each student fills up the enrollment form at the time of registration. The form lists the personal information, passport and visa details, the major area of the program





the student has opted for, educational qualifications, work experience, registration payments, the terms and conditions on which the admission is given. Once the result of the entrance examination is available, the administration department updates the file. This document is maintained only till the student qualifies for and attends the graduation ceremony.

- ii. **Directory Information:** The directory information consists of data regarding the address, telephone number, mobile number, email address etc. This record is stored electronically soon after the student is registered. It is also available as a hard copy in the enrolment form. The record is updated as and when the student informs of a change. Normally, this information is also updated every year by floating an address update form.
- iii. **Record of Entry Level Qualifications:** A copy of the higher secondary school certificate is maintained in the personal file of the student. While accepting this document, the student is required to show the original certificate to SUC officials, who verify and attest the copy of the certificate.
- iv. **Results of Personality and Interest Tests: (Optional):** A record of the results of the personality and interest tests are kept in the Administration Dept. The record will be maintained till the student graduates.
- v. **Record of Discipline:** In case the student has been involved in any incidents of indiscipline, a record of the incident is kept in the student's personal file.
- vi. **Attendance Record:** The student's attendance is recorded in the system through software.
- vii. **Letter of Admission:** A copy of the letter of admission and the fee payment schedule is filed in the personal records of the student.
- viii. **Copy of Passport:** A copy of the passport along with the visa information is filed in the personal record of the student.
- ix. **Miscellaneous Documents:** Copies of letters issued to the student, proof of mitigation and any other correspondence with the student, are also filed in the personal file of the student.
- x. **Graduation Information and Copies of Transcript:** Copies of all transcripts issued to the students, grade warnings, letters of probation and suspension if any, and the graduation information forms a part of the academic profile, which is filed in the personal file of the student.
- xi. **Accessibility to The Records:** Only the following personnel have an access to the records unless specified by the student:
  1. Vice Chancellor
  2. DYASS & Registrar
  3. Dean of Respective Schools
  4. Head – Admin & Exam Department
  5. Administrative Officers
  6. Filing Clerk in the Administration Department
  7. MOE Officials

## B. ACADEMIC RECORDS

The Administration Department maintains the academic records of each student. The records Comprise of the following:



- i. **Curriculum Requirement:** Students enrolled each year follow a particular curriculum. The administration department keeps a record of the applicable curriculum. The record is transferred to the electronic archive after the student graduates.
- ii. **Details of Transfer of Credits:** All documents related to the transfer of credits such as the transcripts, course description, and the details of accepted transfers, are kept with the administration department for each such student. The details of transfer of credits accepted are transferred to the student's electronic records.
- iii. **Details of Courses Undertaken and The Grades Awarded:** As and when the student takes the courses, and, appears for the examinations, his/her profile is updated in the software. The details of credits undertaken and the grades awarded, the GPA and the CGPA of the student is available through the software. The record is transferred to the electronic archive once the student graduates. These records are very important since the student's performance and graduation depends on the accuracy of such records. It is the responsibility of the Administration and Examination Department to maintain accurate records.
- iv. **Hard Copies of Transcripts Issued, And, The Degrees Awarded:** A grade report is issued to each student at the end of every semester. A consolidated grade report is filed in the student file at the end of the academic year. Official transcript will be issued only with the Degree. However, a student may request for interim transcripts by paying the necessary fees. A copy of every issued transcript is kept in the student's personal file. The hard copies of degrees are retained by the administration department for a period of four years after the student graduates from the SUC, thereafter, the copies are destroyed.
- v. **Copies of Coursework / Examination Scripts:** The Examination Department retains the examination scripts for a period of one year after the declaration of the results after which they are destroyed.
- vi. **Accessibility to The Records**  
Only the following personnel have an access to the records unless specified by the student:
  1. Vice Chancellor
  2. DYASS & Registrar
  3. Dean of respective schools
  4. Head – Admin & Exam Department
  5. Administrative Officers
  6. Filing Clerk in the Administration Department
  7. MOE Officials

### C. FINANCIAL RECORDS

Records of all financial affairs related to a student including the total fees payable, installments paid, any fee reductions, scholarships awarded, and the current balances are maintained by the Finance Department. The main document related to the student is the ledger that is stored electronically and transferred to electronic archives as a permanent record.

#### i. Accessibility to The Records

Only the following personnel have an access to the records unless specified by the student:

1. Vice Chancellor
2. DYASS & Registrar
3. Dean of respective Schools



4. Head – Admin & Exam Department
5. Administrative Officers
6. Filing Clerk in the Administration Department
7. MOE Officials

#### **D. METHOD OF KEEPING AND DESTROYING RECORDS**

All physical documents related to students are kept in fire-proof cabinets with proper locking system. All documents that need to be destroyed are put through paper shredder.

#### **E. ELECTRONIC DATABASE AND BACKUPS**

The student directory, course information, attendance, all assessment records are kept in electronic records in a centralized manner. The accessibility of these records is limited to SUC's administrative staff with an access password. An automatic back-up of the database will be taken on a semester basis on a DVD and will be transferred to bank locker. These records will be kept for an indefinite period.

#### **F. FILE SCANNING**

All files of registered students of SUC are maintained as soft copy. Once the final registration is complete the student records are scanned and a soft copy of the same is maintained and the backup is stored at the appropriate secured places as per backup policy, to enable SUC retrieve the information during emergency contingency.

#### **G. UPDATING STUDENT DATA**

Any change in the student's personal details should be updated by filling up by student data update form. This form is available in student portal upon student request the data is updated in the computer as well as student personal file. The students are solely responsible in providing the updated data. This data is mostly used for the communication between SUC and the students. Dependent & Non-Dependent students must submit the correct guardian details to the SUC.

#### **H. STUDENT VISA/PASSPORT/EMIRATES ID EXPIRY CHECK**

Registration department regularly carries out verification of data in order to assess the expiry dates of documents required to stay in the country so that renewal of these documents can be undertaken within the specified time limits. The registration department informs the concerned department and students regarding the status at least 6 months before the date of expiry.

#### **I. RECONCILIATION OF ACTIVE STUDENT LIST**

Registration department reconciles the active student list with the finance department on a monthly basis so as to assess the exact number enrolled in SUC and follow-up for the necessary action.

### 6.g Information release

<b>Policy number</b>	<b>ADMN_POLICY_20</b>
<b>Policy name</b>	Information release
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION



<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

SUC accords all rights of privacy to its students. SUC will not disclose any information about the student’s academic and nonacademic records without the consent of the student. The exceptions could be the following:

- a. Vice Chancellor, EC and Dean of respective Schools
- b. CAA & MOE Officials
- c. Another University / College where student might be interested in joining, on student’s request.
- d. Person(s) or organization(s) providing financial support
- e. Accreditation Agencies
- f. Judicial Orders
- g. Academic Advisors/Mentors

Information regarding name, age, address, telephone number, date & place of birth, major field of study, degrees awarded, and participation in extra-curricular activities etc. may be provided at the discretion of the SUC. A student may withhold the release of the above information through a written request to the administration.

## 6. h DEGREE AUDIT POLICY

<b>Policy number</b>	<b>ADMN_POLICY_21</b>
<b>Policy name</b>	DEGREE AUDIT POLICY
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

On completing the graduation requirement and the student is eligible for the award of the degree the registration department carries out a thorough check of graduation candidacy status sheet and cross checks with the concerned departments for declaring the student eligible for the award of degree. Any incompleteness found during the audit the student is informed to fulfill the requirement to be able to qualify for receiving the degree.

Process of Candidacy sheet:

- i. Step 1: Graduating students file to be prepared by Administration which includes the following:
  - a. Copy of attested/equivalency - high school / O level certificate/degree
  - b. Copy of TOEFL / EmSAT/ IELTS
  - c. Copy of the transcripts
  - d. Copy of TOC confirmation
  - e. Final Statement of Account
  - f. Candidacy sheet containing clearance from all departments
  - g. Graduation Application form
- ii. Step 2: Graduation Board will verify the following components are met:
  - a. Entry requirements



- b. Academic requirements
- c. Graduation Requirements
- d. Financial Requirements
- e. Departmental clearance
- f. Signing on certificates

## A. MOE PORTAL UPDATION

After issuance of the degree; the registration department uploads the required documents to the MOE DMS Portal [www.amricon-dms.com](http://www.amricon-dms.com) for the attestation process of the student.

The uploaded documents are as follows:

- a. Copy of Emirates ID.
- b. Copy of Previous Study Certificate. [If the certificate is granted by a foreign country, the high school certificate must be equalized by the Ministry of Education]
- c. Copy of Transfer Transcript.
- d. Copy of Academic Certificate.
- e. Copy of the Transcript.

### 6. i Grade Approval and Change Policy

<b>Policy number</b>	<b>ADMN_POLICY_22</b>
<b>Policy name</b>	Grade Approval and Change Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	16 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

## A. Grounds of Appeal

The student may appeal ONLY against the marks/grade awarded in a course under the following circumstances.

- a. Procedure is not in accordance with the current approved regulations.
- b. Material and significant administrative error has taken place.
- c. Unfair discrimination
- d. Inconsistency of the decision
- e. Disagreement with marks or a grade cannot itself constitute ground for appeal.

It is important for students to understand the status of numerical marks/grades assigned to pieces of work. Assessors make their judgments on individual student performance within the assessment regulations of a program which outline the objectives of study and standard to be obtained. Assessment is a matter of judgment. Academic judgments of this type cannot in themselves be questioned or over turned.



## B. Time Duration of Appeal

An appeal must be logged with the Administration department within five working days of communication of a result. The appeal addressed to the DYASS & Registrar must be in appeal form highlighting the grounds on which the appeal is being made. Documentary evidence if available must be enclosed to support the appellant's case.

## C. Appeal Hearing

When there are sufficient grounds for an appeal the arrangement is done to call for an appeal board.

Appeal board will consist of:

- a. Vice Chancellor
- b. DYASS & Registrar
- c. Dean of respective Schools
- d. Advisor
- e. Faculty Concerned
- f. Recording Secretary

At least three members are required to be present to constitute forum for a board. The student will be allowed to present his case. The board will communicate through the chair the decision of the appeal board in writing to the student. Decisions of the appeal board cannot be challenged or subjected to review.

## 6.j Career Services

<b>Policy number</b>	<b>STSR_POLICY_01</b>
<b>Policy name</b>	Career Services
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Services Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

### I. INTRODUCTION

The purpose of Career Counseling is to counsel the students who are seeking internship and placements. The orientations are carried out to facilitate students and give them tips on the internship and placements. As per policy, students are facilitated with internship opportunities only once. Similarly, placement facilities are provided to students wherever opportunities are available.

### II. PURPOSE OF CAREER COUNSELING

- a. To provide career counseling and outreach to students, alumni and faculty.
- b. To provide career development and job search counseling to University students and alumni in both individual and group settings, decided and undecided students
- c. To develop a general knowledge and understanding of the related professions represented by Skyline programs in the Colleges and School and maintain familiarity with the education, training and career opportunities and expectations



- d. To conduct regular outreach efforts including workshops and presentations to classes, student clubs and organizations
- e. To develop strong relationships with chairs, department heads and faculty in the Colleges and School; target key faculty for employer recruitment opportunities
- f. To develop and maintain an advertising strategy specifically designed to attract more students to the on-campus recruiting schedule and on-line career services
- g. To disseminate employment and internship opportunities to appropriate faculty, organizations, and students
- h. To participate in employer development activities including employer visitations, advisory boards and on-campus recruiting, and the development of job and internship leads
- i. To identify online resources for a variety of career issues, academic majors and career fields
- j. To facilitate planning and coordination of career outreach and programs such as job fairs, career programs, and employer panels
- k. To enhance awareness and visibility of the Career Development.
- l. To encourage faculty to maintain equitable opportunities for students by posting jobs and internships sent directly to department from the Career Gear database
- m. To provide consultation and organization assistance to departments in their development of major specific career related events
- n. To maintain ongoing professional development via involvement with relevant professional associations
- o. To collaborate on the development and enhancement of Career Development of SSD portal and coordinate with Computing for Career Gear software; integrate technology into daily operations, programs and presentations.
- p. To provide career assessment and interpretation to undecided students through services offered by the Peer Career Program (training is provided)
- q. To organize and plan seminars and workshops on career planning or career development.
- r. To evaluate students' background, education, and training, to help them develop realistic goals
- s. To guide students through making decisions about their careers, such as choosing a new profession and the type of degree to pursue
- t. To help students in job search skills, interviewing and networking
- u. To assist students in locating and applying for jobs, by teaching them strategies to find openings and how to write a résumé
- v. To advise students on how to resolve problems in the workplace, such as conflicts



with bosses or coworkers

### III. COORDINATION WITH OTHER UNITS

The Career counselor shall carry out the activities in coordination with other departments as follows:

#### A. Corporate Affairs department

CAD and the career counselor will work together on setting up workshops and fairs to enhance employability and increase industry involvement of SUC students.

#### B. Events Coordinator

Events and the career counselor will work on the makeup of events centering around student’s involvement in the fairs and the organization of out of campus career promoting activities.

#### C. Teaching effectiveness committee (TEC)

The career counselor will coordinate with the members of the teaching effectiveness committee in order to suggest the needed Professional Skills Developments PSDP’s to students, the career counselor will also support the TEC in designing the schedule and conduct such skills developments to students

#### D. Internship, workshop & training

The CDP of SUC’s internship will be explained to the Career counselor by Admin. He/she will handle the process of resume building and verification, collaborate with Corporate affairs on readiness of students for interviews and post-employment.

Workshops and training are to be carried out on a semester-by-semester basis. Career counselor will be in charge of the materials and presentation of career related topics/issues to educate, improve and sharpen the skills of students as regards their employability.

## 6. k Residential Life

<b>Policy number</b>	<b>SPOR_POLICY_03</b>
<b>Policy name</b>	Hostel Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	SPORTS DEPARTMENT
<b>Date of recent modification</b>	28 JUNE 2020
<b>Verified by</b>	DASS & REGISTRAR

### A. INTRODUCTION

SUC offers self-sufficient hostel rooms on a twin sharing basis where each room is equipped with study tables, chairs, single beds, cupboards, table lamps, curtains and other necessary equipment. Skyline has authorised staff member to manage the Hostel. The apartments are fully furnished with provision for self-cooking. Maintenance and housekeeping are managed by the Maintenance Department. The policies of the hostel contribute to the healthy environment, commitment and discipline among the students. Students on Skyline visa whose parents are not in UAE should stay





in the accommodation provided by the SUC. The students are encouraged to develop community life and inculcate the spirit of tolerance, thus taking care of their psychological and emotional problems and shape themselves to be better citizens. It is in this spirit that the rules and regulations are framed for the orderly and peaceful living. The accommodation facility is extended to the employees as well as non-visa students on approval by the management and subject to the availability.

## B. FACILITIES

- i. Internal Hostel (Boys/Male employees)
- ii. External Hostel (Girls/Female employees)
- iii. Internet
- iv. Recreation facilities
- v. Transport during weekends
- vi. Kitchen
- vii. Laundry

## C. SERVICES

- i. Internet (For the Internal Hostel only)
- ii. Grocery items are available (For the Internal Hostel only)
- iii. Picnics, Get together, Birth Day Parties etc.
- iv. Chef's service is available
- v. Health/Medical support for students in emergencies

## D. HOSTEL FEE & PAYMENT

- i. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the financial year 2020-2021 will be **AED 21,000/-**. The hostel fee shall not include mess charges.
  - ii. Hostel fee should be remitted to the Finance Department in two installments. (**AED 10,500/- x 2 = 21,000/-**) It is mandatory that a student who avails the hostel facility should continue to stay in the hostel for minimum one year and till the end of the academic year.
  - iii. Part time students can stay during the examination week with the following fee;
    - AED 100/- per day (Twin sharing)
    - AED 200/- per day (Single occupancy)
    - AED 500/- (Refundable deposit)
- Note: During current pandemic if the student would like to stay in hostel for a week during weekday examinations than in that case above daily fee will be applicable.
- iv. Hostel facility can be extended to the students of Sharjah University City based on approval by the management and subject to the availability.
  - v. Bachelor staff/faculty of Skyline University also can be accommodated in the hostel rooms on a monthly basis as per availability. The rent payable will be;
    - AED 1,000/- per month (Twin sharing)
    - AED 1,750/- per month (Single occupancy)
    - AED 1,000/- (Refundable deposit)

Allocation of rooms for staff will be purely based on the approval by the hostel management. The hostel contract must be signed by the staff to avail the accommodation.



#### **E. CAUTION DEPOSIT & REFUND**

A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount is refunded to the students from the finance department at the time of checkout with the approval of the Hostel In-charge.

#### **F. AUTOMATED SYSTEM TO KEEP IN OUT LOG**

There is an automated biometric system to keep track of students in out log at the entrance. Students are not allowed to go out or come in between 12midnight – 6am during weekdays and 1am – 6am during weekends. The gates will remain closed during these hours.

#### **G. TERM/PERIOD OF STAY**

- i. All the students admitted to the hostel should stay in the hostel preferably for the duration of the course.
- ii. The student is also required to pay hostel room fee in advance, for the Academic year in which the student join the hostel.
- iii. In case if the student wants to stay with the local guardian he/ she has to provide an undertaking by the parent, ID copies and tenancy contract of the local guardian along with the request to the administration. This must be submitted to the administration before the end of the academic year.
- iv. A student can leave the hostel and stay with his/her local guardian only at the end of the academic year. Students are not allowed to leave the hostel in between the academic year.

#### **H. ARRANGEMENT AT THE TIME OF VACATION**

All hostel students (Male & Female students) may vacate their rooms before proceeding on summer vacation. A separate cloak room is made available to keep their belongings while proceeding on vacation. Personal belongings should be placed inside locked suitcases, trunks/boxes and should bear complete details. The items kept inside the room are to be entered in the note book kept by the in-charge of the cloak room.

Students who have kept their belongings in the cloak room should positively report on or one day before the reopening day and move to their respective rooms. Students who come late are not entertained for any loss of property and are penalized.

#### **I. ADMISSION TO HOSTEL**

- i. Students seeking admission in hostel must fill the hostel application form at the time of admission in the SUC. ***Refer Annexure for Hostel application form***
- ii. Application for admission to the furnished apartment must be submitted to the Finance Department. HRD must be given request in case of employees.
- iii. Admission to the hostel is strictly based on first come first serve basis.
- iv. First preference is given to the international students who are on SUC visa.
- v. In case accommodation is still available local students will be considered.
- vi. Each student residing in the hostel must pay a caution deposit of AED.1000/- which is refundable at the time of check out after adjusting any charges due against.
- vii. Local guardians, if any, should be authorized by the parent.
- viii. Application for admission to the hostel must be submitted to the Finance Department.
- ix. The right of admission to the hostel is reserved. Admission to the University Hostel will not be made as a matter of routine and it will be at the discretion of the Management.



- x. Students with chronic medical problems will not be admitted to the Hostel. By chance, if any student with chronic medical problem gets admitted to the hostel, he/she will be asked to vacate the room immediately, when it is brought to the notice of the Hostel Management to enable the student to have proper medical care by the parent/guardian.
- xi. Weekend students can avail the hostel facility with the permission of the hostel in-charge, after remitting the fee in the finance department
- xii. Bachelor staff/faculty also can avail the hostel rooms on a monthly basis as per availability and approval by the SUC Management.

#### **J. ORIENTATION & HOSTEL INDUCTION**

Hostel orientation will be conducted by the Hostel In-charge at the start of every semester. Students are informed of all necessary information, rules & regulations and safety in the hostel. A detailed hostel policy will be handed over to each student at the time of check-in. Hostel staff, who are available 24/7 will support all the new students to settle comfortably.

#### **K. WELCOME KIT**

All the new students/employees will be given a welcome kit which includes basic sanitary items and hostel information pamphlet.

#### **L. UNDERTAKING**

Students' whose local guardians are in UAE; an undertaking by the parent should be furnished. Local guardian's passport copies, photograph, undertaking and tenancy contract copy must be submitted along with the application. Local guardian should be a relative authorized by the student's parents and is a resident visa holder in UAE. The local guardian should have a tenancy contract in his/her name in UAE.

#### **M. HOSTEL MEETINGS**

Hostel meetings will be scheduled periodically by the Hostel In-charge. It is mandatory that all the students attend the meetings. Any issues of the students can be discussed and necessary solution may be sought by the concerned person/department. Hostel Manager/Supervisor will convey the problems faced by the hostel students to the concerned department.

#### **N. GUESTS**

Guests are not permitted to stay in the hostel. If the parents wish to stay, then the student/parent may approach the hostel staff, for getting accommodation in the guest house, subject to availability. The guest house will be provided on a nominal rent.

#### **O. HOSTEL DISCIPLINE**

- i. Strict silence should be observed between 10:30 pm & 6:00 am.
- ii. Perfect silence is to be maintained in the hostel premises including rooms, bathrooms, dining halls, corridors, common areas etc., Every student of the hostel should have the civic responsibility that he or she should not be a cause of nuisance, annoyance or disturbance to others.
- iii. All hostellers have to be present in their respective rooms and keep open the rooms between 10:30 pm & 11:00 pm every day (except Fridays) to enable the Hostel In-charge to take the attendance.
- iv. Authorized University staff or security officers will do surprise visits in the rooms without prior notice.



- v. The hostellers are not to enter into any unnecessary conversation, discussions, quarrel or altercation with the hostel staff. If anyone has any complaint against any employee of the hostel, a written complaint against the person is to be lodged with the Warden. Use of abusive, vulgar and unparliamentarily language against the hostel staff is strictly forbidden.
- vi. The hostellers shall not waste electricity & water. Wastage of any such resource is national loss. If anyone is found indulging in such wastage, he/she will be asked to vacate the hostel, since wastage causes unnecessary and unavoidable expenditure to others.
- vii. Smoking is prohibited in the hostel buildings.
- viii. Gambling in any form such as playing cards (even without money at stake), consumption of alcohol, use of drugs and narcotics and even possession of such things are prohibited. Anyone found indulging in the use of such things will be asked to vacate the hostel and the matter will be referred to the Disciplinary Action Committee.
- ix. Possession of any lethal weapons or any instrument / contrivance, which is likely to cause physical harm to others, is strictly prohibited.
- x. If any hosteller is found indulging in any form of instigation / intimidation / threat to any other hostellers he / she will be asked to vacate the hostel forthwith. In this regard, the decision of the Hostel In-charge is final and binding on the individual's concerned.
- xi. Day scholars are not allowed in the hostel, unless approved by the Hostel Management.
- xii. Celebrating birthday parties inside the hostel is strictly prohibited.
- xiii. Collection of donation for any purpose (Religious / otherwise) is also strictly prohibited.
- xiv. Students are not allowed to play skating rollers and other outdoor games inside the hostel to prevent breakages and accidents. Sliding along the hand rails/rest of stairs and fast running/ climbing down should be totally avoided to prevent accidents.
- xv. When leaving the rooms for attending classes or for vacation, etc., fans, electrical gadgets, lights etc., should be switched off. Glass windows are to be closed securely.
- xvi. Walking along staircases should be silent, gentle without creating nuisance / noise to fellow hostellers.
- xvii. Students are not allowed to stay in the hostel during the class hours unless the stay is unavoidable due to illness or any other valid reason. In such cases they should take the permission of the Warden and communicate the information to the academic advisor in writing.
- xviii. Clock alarms should be switched off, when not in use. There have been instances when students have set the alarm and gone on long leave, and some of them ringing for hours and spoiling the peace of fellow hostellers.
- xix. Water should be carefully used and not wasted.
- xx. Wrong entry, improper / lack of entry in exit register, signing on behalf of another person, tampering with the entries, proxy attendance and misguidance of any nature are punishable. In case of any quarrel between or among roommates it should be reported to the In-charge for appropriate action.
- xxi. Unauthorized absence / late coming (without prior permission from the warden) will be suitably fined and expelled from the hostel. Such students shall not be readmitted under any circumstances.
- xxii. Violation of any of these rules would result in punitive action and serious violations would be referred to the Disciplinary Action Committee. The decision of the Committee will be informed to the student in written. If the student is unhappy, he / she may appeal to the Vice Chancellor through the SUC grievance redressal procedure with help of SSD. After the Vice Chancellor reviews the appeal the decision of the Vice Chancellor will be final and



intimated to the student and the department and the necessary punishment will be implemented.

- xxiii. Students themselves are responsible for their valuables like laptops, mobile phones, money etc. Whenever leaving the room students are expected to lock the cupboards/lockers/room etc.

#### **P. DAMAGES AND RECOVERY**

Mishandling of dining hall furniture, room furniture, any property or fittings of the hostel is strictly forbidden. The cost of damages will be recovered in the following manner:

- i. All the property assets & equipment must be carefully handled. Any accidental or intentional damages done to the assets will be recovered. In case of intentional damages along with recovery the student will be expelled from the hostel and will not be readmitted.
- ii. If any individual or group is identified to have caused the damage, the cost of the damage will be recovered from him/her/group.
- iii. If assets in any of the hostel rooms are found to be damaged and the person(s) is/are not identified, then the cost will be recovered from the room-mates collectively.
- iv. If a damage is done outside the rooms i.e., in common places like corridors, bathrooms, recreation halls, mess etc., and the person(s) is/ are not identified, then the cost will be recovered, floor wise or block wise or on the whole, as the case may be. Repetition of damage to the hostel property results in expulsion from the hostel.

#### **Q. USE OF INTERNET AND TELEPHONE**

Students/Employees are given free internet in the hostel; however it is subject to change.

Telephone calls made from hostel phone will be charged as per the Etisalat rates. Students are advised to use their own mobiles for making calls. Pre-paid recharge vouchers are available with the hostel staff.

#### **R. CHECKOUT PROCEDURE**

For checkout the student/employee has to intimate the hostel staff well in advance (at least one week) to ensure enough time is given to complete the process. This requires checking of the room condition as well as completing the documentary procedures. The SUC will not be responsible for any of the damaged or missing items that are left in the room or in the storage areas. If the student does not follow the checkout procedure, and compensate any damage in the room, he/she will be charged accordingly by the University.

Step 1: Student has to fill up the hostel clearance form

Step 2: Necessary clearances from hostel security and Head of Sports has to be obtained

#### **S. SAFETY AT HOSTEL**

- i. Health and safety Policy is displayed in the Sports notice board and in the students & staff portals
- ii. Emergency evacuation plan is displayed in the Hostel building at designated areas for the attention of hostel students and staff
- iii. Fire Exits, Fire Extinguishers, Fire Hose reels, Assembly points etc. are displayed as per requirement
- iv. All safety policies are adhered and orientations are given to Hostel students at the time of admission to Hostel
- v. Fire & Safety training is conducted for staff & students



- vi. Periodical audits are conducted as per calendar, to ensure that the health & safety standards are maintained in the hostel
- vii. Any gaps identified in the audit will be rectified immediately
- viii. An external agency is also contracted for auditing and maintaining the fire & safety equipment

## 6.1 STUDENT FINANCE

Policy number	STUDENT FINANCE
Policy name	FINA_POLICY_01
Policy version	Version 2
Standards applicable	MOE Standard 6: Students
Policy owner	Finance Department
Date of recent modification	18 MAY 2020
Verified by	VICE CHANCELLOR

### A. FEES COLLECTION POLICY

- a. Student is required to submit postdated cheques, credit card or bank transfer authorization as per the fee payment plan issued to the student at the time of the admission. The fees should be paid before 10th of the month and no exchange of cheques are allowed, however, cash payment against the cheques can be done 5 days prior to the date of the cheques. Post Dated Cheque (PDC) for next Academic Year (AY) should be submitted before commencement of final examination of the Spring Semester each AY for re-registration for next AY. Once paid the 1st installment for the next AY will be non-refundable.
- b. Enrolled students at SUC must choose one of the following payment options & finalize the arrangements with the Finance Department
  - 1. Post Dated Cheques (PDC) to be issued in name of:  
**SKYLINE UNIVERSITY COLLEGE LLC**
  - 2. Credit card authorization for each Academic year
  - 3. Full Academic year payment in Cash
- c. Students who fail to make payment of tuition fees within the first ten days will be charged AED 10/- per day from the 11<sup>th</sup> of the due month till the payment is received.
- d. Student whose fees are outstanding for 2 weeks after due date, their portal services will be blocked and activated only on clearing their dues.
- e. Student having one-month outstanding will be deactivated and they will be withdrawn from the semester. Students having tuition fee due will have their academic record withheld and would not be allowed to proceed the semester as well as not to register for the next semester by paying the required re-registration fees.
- f. Student will be notified for non-payment of fees will be sent to the student. The notice will specify the amount of the debt and the date at which the termination becomes effective. The student may have the choice of re-admittance provided the entire dues to the SUC is paid; SUC has the right to impose a re-registration fees which will be payable in a manner specified by SUC at that time. A re-registration fees of AED 6,500/- will be applicable in order to reactivate the student.
- g. Any change due to acceleration, SAP status, postponement, reactivation, re-registration will be notified through a revised invoice accordingly.
- h. Fee waiver/Scholarship will be adjusted in the final two years. If student cancels his admission before completion of the program, the fees will be calculated as per the original fee structure and the fee waiver/scholarship granted will be revoked and refund if applicable will be processed as per the refund policy.



- i. In the event that student would like to avail visa letter from SUC, policies pertaining to Visa letter will be applicable. Visa letter will be issued only for a period of one year upon submission of documents and including current and postdated cheques as per the fee structure.
- j. In case of postponement the charge on the credit card will be deferred to the next semester.
- k. In case of cancellation of admission, the University has the right to charge the fees accrued till the date of cancellation and subsequently the bank will be informed to cease further debits.
- l. The payment of miscellaneous fee needs to be paid including tax before the services are availed.
- m. Student enrolling for repeating courses:
  1. Students enrolling for repeating courses only must pay fees for the repeating course vide cash / cheque within the semester for which the student is enrolled. Students enrolling only for repeating course. In a semester will not be charged for the tuition fees for that particular semester and the student will be issued a revised invoiced with the new graduation plan upon successful progression to the next semester.
  2. Students enrolling for normal subjects and repeating course: in this case the tuition fees needs to be paid as per the invoice along with repeating course either by cash / cheque which needs to be paid within the semester for which the student is enrolled.
- n. In line with the Federal Decree-Law No. 8 of 2017 issued on Value Added Tax (VAT) will be effective as of 1st January, 2018

**The following procedures will have to be abided by the students who choose the recurring payment authorization:**

1. In the Debit / Credit card authorization (Recurring Payment Authorization) form the details of the card and the card owner and the tuition fees for the full academic year will be mentioned as per the student fee details. If the student is using the card details of anyone else, then letter authorizing the owner of card to pay for the student fees along with valid identification (Emirates ID) is to be furnished.
2. If a prospective student is unable to furnish the details of his card at the time of admission, the same needs to be furnished to finance department within 5 working days.
3. If the credit card / debit card expires between his periods of study, new card details to be furnished before the next debit cycle.
4. If the student wishes to replace the card details, the same has to be furnished 15 days before the next debit cycle.
5. Deferment of fees will not be allowed for any student.
6. If the student wishes to pay the tuition fees in advance by cash, they need to inform the finance department 10 days in prior to stop the recurring debit for the month/s.
7. In the event of a card being dishonored, the student will be considered as a willful defaulter and the University's policy of late fee charges will apply.
8. In case of postponement the charge on my credit card will be deferred to the next semester. In case of cancellation of my admission the University has the right to charge the fees accrued till the date of cancellation and subsequently the SUC bank to be informed to cease further debits.

**The following procedures will have to be abided by the students who chose to pay the tuition fees by postdated cheques:**

1. All cheques should be made payable to **SKYLINE UNIVERSITY COLLEGE LLC** and the date mentioned on the cheques should not be latter than the 10th of the month. Any exception should be ratified by the concerned official.
2. If the student is issuing cheques which is not from their account, then letter authorizing the owner of cheque to pay for the student fees along with valid identification (Emirates ID) is to be furnished.
3. No exchange of cheques is allowed, however, cash payment against the cheques can be done 5 days prior to the date of the cheques.
4. In the event of a cheque being dishonored, the student will be considered as a willful defaulter and the University's policy of cheques return charges will apply.



5. Each student should ensure the honoring of their cheques as the state laws ensures maximum penalty for cheques which are returned unpaid. In the event of a cheque being dishonored the student will be penalized with a cheque return charge of AED 500/- and further acceptance of cheques from the student will be denied.

In case of postponement the cheques will be deferred to the next semester. In case of cancellation of my admission the University has the right to charge the fees accrued till the date of cancellation and subsequently the SUC bank to be informed to cease further debits.





## **i. MISCELLANEOUS FEE**

### **a. Convocation fee**

Convocation fee of AED 3,675/- VAT will be payable additionally to the total fee and will be applicable in the final year.

For international students, Graduation fee of USD 1,000/- will be payable additionally to the total fee and will be applicable in the final year.

### **b. Hostel Fee payment policy**

1. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the academic year 2019 - 2020 will be **AED 21,000/-**. The hostel fee shall not include mess charges.
2. Hostel fee should be remitted to the Finance Department in two installments. **(AED 10,500/- x 2 = 21,000/-)** It is mandatory that a student who avails the hostel facility should continue to stay in the hostel for minimum one year and till the end of the academic year.
3. A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount will be refunded to the students from the finance department at the time of checkout with the approval of the warden.

### **c. Transportation Fee payment policy**

Transportation fees should be remitted to the Accounts Department on or before the 10th of each month, where he / she will be issued with a bus pass when they pay for their transport fees.

## **i. Introduction of VAT**

As per the UAE Ministry of Finance executive regulation for the federal decree law No. (8) of 2017 Value Added Tax (VAT) of 5% will be introduced in the country with effect from January 01, 2018. The Regulation defines VAT as the 5% tax imposed on the import and supply of goods and services at each stage of production and distribution, including what is a deemed supply, with the exception of specific supplies subject to the zero rate and what is exempted as specified in the Decree-Law.

## **B. FEE CHANGE POLICY**

The Marketing Department along with the Finance Department after careful study of the market conditions, fees charged by competitors and general feedback from the students enrolled in the last Academic Year, recommends changes in the fee structure. The same is forwarded to the Dean for review and seek approval from BOG.

Once approved by the BOG, the new fee structure will be implemented and corresponding changes will be published in the website, catalog and all other internal and external published documents before the start of the academic year. The new fee will be applicable to the students admitting into the program.

Tuition fee for the continuing student shall remain same as per the fee structure issued at the time of admission. The miscellaneous fees are subject to change annually and is updated in the system and all publication of SUC before starting of the new academic year.

## **C. FEE STRUCTURE FOR DEGREE PROGRAMS**

SUC policy with regards to the Tuition Fee and other Miscellaneous Fee is implemented after the approval from Board of Governors.



Tuition Fee charged per credit remains the same for the students once they register with the university however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Not attending classes beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.

Miscellaneous & Additional Fee is subject to change annually and becomes applicable from the start of New Academic Year for continuing and new students, in which case the details will be published by the Finance Department before the start of each Academic Year. The changes in the Miscellaneous & Additional Fee changes will be communicated to students through either SMS or emails and will be published on the website, catalog, notice board and student handbook well in advance. Students are required to take note of such changes and clarify with appropriate officials if needed. Students are required to take note of such changes and clarify if needed. Student is required to pay additionally the VAT charges as applicable in the financial year.

#### **D. MISCELLANEOUS FEE COLLECTION POLICY**

##### **a. Convocation fee**

Convocation fee of AED 3,675/- VAT will be payable additionally to the total fee and will be applicable in the final year.

For international students, Graduation fee of USD 1,000/- will be payable additionally to the total fee and will be applicable in the final year.

##### **b. Hostel Fee payment policy**

1. The payment schedules for new and existing students will be announced by the Finance Department every year. Hostel fee for the academic year 2019 - 2020 will be **AED 21,000/-**. The hostel fee shall not include mess charges.
2. Hostel fee should be remitted to the Finance Department in two installments. (**AED 10,500/- x 2 = 21,000/-**) It is mandatory that a student who avails the hostel facility should continue to stay in the hostel for minimum one year and till the end of the academic year.
3. A caution deposit of AED-1000/- has to be remitted in the finance department at the time of admission. This amount will be refunded to the students from the finance department at the time of checkout with the approval of the warden.

##### **c. Transportation Fee payment policy**

Transportation fees should be remitted to the Accounts Department on or before the 10th of each month, where he / she will be issued with a bus pass when they pay for their transport fees.

#### **E. REFUND POLICY**

- i. Application Fee** – AED 1,000/- + VAT 5% - Non-refundable / Non transferable
- ii. First Installment Fee** – AED 6,500/- + VAT 5% - Refundable before the commencement of the program the student has enrolled. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give an English and or math placement exam or result is still awaited. A student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances. (The above mentioned are common rules for all the below categories)
- iii. Main Program**



- a. **Tuition Fee:** The tuition fee will be calculated until the date of official cancellation by the student or their guardian. If a student fails the English Preparatory exam after the commencement of the class and wishes to discontinue, no refund will be applicable. b.

#### **Preparatory Course**

1. **PASS:** If a student successfully passes the Preparatory, course and wishes to join the degree program the first installment fee will transferred.
2. **PASS:** If a student successfully passes the Preparatory course and does not wish to continue with the degree program, the first installment fee of AED 6,500/- will not be refunded
3. If the student wishes to postpone to the next intake, the first installment fee can be transferred to the subsequent intake by filling the postponement form without any additional fee. However, if he wishes to postpone for the second time, he has to pay as per the published fee structure as a postponement fee and a new fee structure will apply.
4. If the student transfers his admission to the next intake and decides to cancel his admission thereafter, in such cases, no refund will be applicable to the First Installment fees.

**FAIL:** If a student fails the English Preparatory exam and is unable to provide the result as per admission requirement with in the first semester, in such case student's conditional admission will canceled with no refund. Any PDC submitted will refunded from 2nd semester onwards.

5. **Tuition Fee:** The tuition fee will be calculated until the date of official cancellation by the student or their guardian.

- b. **Scholarship/Fee Waiver/Recommendation:** If a student is on any scholarship/waiver, the same is applicable only if a student completes the degree. If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver/recommendation granted must be paid before the release of any academic & non-academic documents.

- c. **Postponement:** If the student wishes to postpone to the next intake before the commencement of the program, the first installment fee can be transferred to the subsequent intake by filling the postponement form without any additional fee. However, if he wishes to postpone after batch commencement if even the student has not attended any class the student has to pay the postponement fee as per the published Miscellaneous Fee Structure of AY 2021-22 and new fee structure will apply. [Not applicable for visa, visa-embassy letter & international students]. If the student transfers his admission to the next intake and decides to cancel his admission in such cases no refund will be applicable on the first installment fees.

- d. **Hostel:** Once the hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.

- e. **Transportation:** Transportation fee as per the published Miscellaneous Fee Structure of AY 2021-22 is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in the middle of the month.

#### **iv. Visa Students – Local**

- a. **Tuition fees:** If the student wishes to cancel the program in between, fees accrued till the date of cancellation excluding scholarship/fee waiver/recommendation granted must be paid before the release of any academic & non-academic documents. If a student cancels before the commencement of the degree program the fee paid towards tuition, (installments) will refunded. However, no refund is applicable for the First Installment fee. If a student cancels



after the commencement of the degree program, any advanced installment paid will be non-refundable.

- b. **Visa:** If a visa is rejected by the Immigration and Naturalization authorities, SUC will retain the Application fee (AED 1,000/-) + AED 500/- as service charges from the visa fees and refund the remaining fees. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the Application fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay and the rest of the fees (Passport Guarantee & 1st Cheques Payment) will be refunded. If the student cancels, the degree program after the visa is applied there will be no refund of visa fee as well as the Application fees & First Installment fees. Visa charges are fully non-refundable once the visa is filed to Immigration Authorities

(subject to change as per Government rules and regulations). Postponement to the next intake will not be allowed.

v. **Visa-Embassy Letter Case**

- a. **Tuition Fees:** If the student wishes to cancel the program in between, fees accrued until the date of cancellation excluding scholarship/fee waiver/recommendation granted must be paid before the release of any academic & non-academic documents. If a student cancels before the commencement of the degree program the fee paid towards tuition, (installments) will be refunded. However, no refund is applicable for the First Installment fee. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

b. **Preparatory course**

1. **PASS:** If a student successfully passes the Preparatory, course and wishes to join the degree program the first installment fee will be transferred.
  2. **PASS:** If a student successfully passes the Preparatory course and does not wish to continue with the degree program, the first installment fee of AED 6,500/- will not be refunded.
  3. The first installment fee can be transferred to one subsequent intake only, if the student officially fills-up postponement form with an applicable fee however, the new fee structure will apply.
  4. If the student transfers his admission to the next intake and decides to cancel his admission thereafter, in such cases, no refund will be applicable to the First Installment fees.
  5. **FAIL:** If a student fails the English Preparatory exam and is unable to provide the result as per admission requirement within the first semester, in such case student's conditional admission will be canceled with no refund. Any PDC submitted will be refunded from 2nd semester onwards
  6. **First Cheques Payment:** English Preparatory course - In case, the student fails any of the placement tests, the first cheque payment will be adjusted towards the fee for the English preparatory program. The student will have to pay the first installment fee of the Main Program.
- c. **Visa Letter:** If the student is granted a visa based on the letter issued by SUC, no refund of fees paid until the First Semester is applicable. In case, when the letter is issued to the student based on which the student got the visa under their sponsorship, in such cases, the SUC will inform the concerned Immigration Authorities for the cancellation of students' admission in order to get the visa canceled and no refund of first semester fees. If the visa is rejected before the commencement of classes and the student wishes to



discontinue and returns the original visa/embassy letter issued by SUC, the fees paid excluding the First Installment Fee will be refunded. Once the visa letter issued by SUC has been used, postponement to the next intake will not be allowed. If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the right to cancel/revoke the letter issued with the concerned authority.

**vi. Visa Students – Overseas**

- a. First Installment Fee: (as per the fee structure) Nonrefundable / Nontransferable.
- b. Tuition Fee: If a student cancels before the commencement of the degree program the fee paid towards tuition, (installments) will not be refunded. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable. The first installment fee can be transferred to one subsequent intake only. if the student officially fills-up postponement form with the applicable fee. However, a new fee structure will apply. Once the student has come & attended the class, no postponement will be allowed. If the student fails the English Preparatory exam and wishes to discontinue, SUC will retain the first installment fee along with visa and entrance exam fee and refund the remaining fees (passport guarantee & hostel deposit).
- c. **Preparatory course**
  1. PASS: If a student successfully passes the Preparatory, course and wishes to join the degree program the first installment fee will transferred.
  2. PASS: If a student successfully passes the Preparatory course and does not wish to continue with the degree program, the first installment fee will not be refunded.
  3. The first installment fee can be transferred to one subsequent intake only, if the student officially fills-up postponement form with an applicable fee however, the new fee structure will apply.
  4. If the student transfers his admission to the next intake and decides to cancel his admission thereafter, in such cases, no refund will be applicable to the First Installment fees.
  5. FAIL: If a student fails the English Preparatory exam and is unable to provide the result as per admission requirement with in the first semester, in such case student's conditional admission will be canceled with no refund. Any outstanding fee has to be cleared.
  6. In case, the student fails the English preparatory program and placement exam, the first installment payment will be adjusted towards the fee for the English preparatory program. The student will have to pay the first installment fee of the Main Program.
- d. **Visa Fee:** – USD 1,781/- + VAT 5% Non-refundable / Nontransferable. If a visa is rejected by the Immigration and Naturalization authorities, SUC will retain the first installment fee and refund the remaining fees. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. The rest of the fees (Passport Guarantee & 1st Cheques Payment) will refunded. If the student cancels the degree program after the visa is applied there will be no refund of visa fee as well as the First Installment fees. Visa charges are non-refundable once the visa is filed to Immigration Authorities. Subject to change as per Government rules and regulations. If a registered student wants to postpone to next succeeding intake, visa postponement charge as per the published Miscellaneous Fee Structure of AY 2021-22 applies.



- e. **Hostel:** Once the hostel is booked and the student wishes to cancel, the student is liable to pay for the complete year.
  - f. **Scholarship/Fee Waiver:** If the student wishes to cancel the program in between, fees accrued until the date of cancellation excluding scholarship/fee waiver granted must be paid before release of any academic & non-academic document.
- vii. **Class Size Policy is not met**
- a. **If class size is not met at the beginning of the batch/ Cohort:**
    1. SUC will not conduct the program and hence student may cancel the admission and fees paid for the semester will be refunded.
    2. Student may shift to any other program at the same level available in Skyline University College in which case the fees paid will be adjusted
    3. If the student, after shifting to another program at SUC, wishes to cancel his admission within one week of commencement of the semester, fees paid will be refunded.
  - b. **If class size is not met at any stage during the conduct of the program:**
    1. If the class size policy is not met at any stage during the conduct of the program, the student can opt any other major /concentration available in SUC. After joining the new major /concentration and if the student is not satisfied and decides to cancel within one week of the commencement of the semester, fees paid for the semester will be refunded. However, if he cancels after one week of commencement no refund will be applicable.
    2. Student may cancel his admission and transfer to any other University. In such case the required letters will be given by SUC to the student at no additional charges. The transcript for the completed courses will be given provided no dues are outstanding.

## 6. m Student Discipline

<b>Policy number</b>	<b>STSR_POLICY_02</b>
<b>Policy name</b>	Student Discipline
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Services Department
<b>Date of recent modification</b>	<b>16 July 2019</b>
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

Any violation of the code of conduct as specified in the student handbook is liable for punishment. Some of the specific violations could be:

- a. Any misbehavior or misconduct, which may distort the image of the SUC.
- b. Misconduct in classroom, computer lab, or library.
- c. Any insult to faculty or staff members.
- d. Any damage to SUC property.
- e. Any misconduct during exams.
- f. Moving around as couples.
- g. Dress code
- h. Fighting.
- i. Theft.



In order to make fair decisions on any misconduct/ misbehavior or violation of a student, a disciplinary committee called Disciplinary Action Committee (DAC) is in place. The objective of this committee is to hear from the student and the complainant involved in such an act in order to decide the course of action to rectify such misbehavior / misconduct in the future. The administration department will present the case to the committee at the time of meeting /hearing. The DAC consists of:

- i. Chairman of DAC Committee
- j. One faculty member teaching the student who has been called for hearing
- k. Vice Chancellor
- l. Registrar & DYASS
- m. Head of Student Affairs
- n. The Advisor of the student
- o. Class Representative
- p. Head – Admin Department

The decisions made by this committee is communicated to the student concerned, copy of the written decision is filed in the student’s file and the punishment decided by the committee should be served by the student.

#### Levels of Disciplinary Action, Responsible Authority

- i. Verbal warning - Admin
- ii. Written warning – Admin (Maximum 2 written warnings)
- iii. Depriving the student of some privileges – Admin (1 to 2 weeks)
- iv. Preventing the student from attending SUC – Temporary Admin (Suspension not exceeding 7 working days)
- v. Suspending the student for more than 7 working days – DAC\*
- vi. Permanent expulsion from SUC - DAC\*
- vii. Canceling registration the academic degree given to the student
- viii. SUC Management can cancel the degree in case of any falsification or deceit information or records is discovered after the completion of degree

The level of disciplinary action will depend on the number of, and/or the extent of violation. Registrar & DYASS carries the right to apply any level of punishment depending on the seriousness of indiscipline act committed by the student.

#### 6. n. Student Attendance.

<b>Policy number</b>	<b>ADMN_POLICY_22</b>
<b>Policy name</b>	Student Attendance
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	ADMINISTRATION
<b>Date of recent modification</b>	15 <sup>th</sup> November 2020
<b>Verified by</b>	DYASS & REGISTRAR



Attendance is mandatory in all the classes held during the conduct of a course. Absence from classes prevents a student from getting full benefit of a course. Accordingly, absence can result in lower grades due to missed assignments, quizzes, exercises and examinations. The minimum attendance required to appear for the final examination in a course is 75% of total credit hours for Undergraduate students and 70% of the total credit hours for Graduate students.

The SUC acknowledges that individual circumstances may prevent a student from attending class or classes. It is the University's policy to excuse the absence of students that result from the following causes: illness of the student, accident, death in family, participating in University activities, at the request of University authorities and compelling circumstances beyond the student's control. However, the minimum attendance required for a student to appear for the final examination falling under any of this category cannot fall below 70% of the total hours allocated to a course with mitigated absence.

The student is responsible for all materials covered and announcements made during his/her absence. Students claiming mitigated absence must apply in writing and furnish documentary support of their assertion that absence resulted from one of the above causes.

Enforcement of the class attendance policy lies with the faculty. However, the decision of a faculty to withdraw a student from class due to poor attendance must be approved by the Head - Admin & Exam Department.

- A.** 75 % attendance for Undergraduates and 70% attendance for Graduates is a must to appear for the final exam, exceptional cases will be considered only on approval by the VC and E-Learning Task Force.
- B.** Maximum of 5% attendance is taken into consideration on the approved proof which has to be submitted within 5 working days to the Head - Administration
- C.** Student having attendance between 51 – 70% will be allowed to attend the exam along with the re-sit examination subject to the Committee's decision; however, they are required to pay the re-sit exam fee and re-sit policy would apply for grade.
- D.** Student having less than 50% are not eligible for the final exam or re-sit exam and has to repeat the course.
- E.** The waiver for required attendance to the student falling under mitigating circumstances due to some medical problem, death in the family, accident etc, may be considered on approval from the DYASS & Registrar.
- F.** Student can avail only one chance in an academic year for writing the re-sit exam due to low attendance.
- G.** If the student is absent for continuous three weeks without any reason and has not informed to the concerned authority, will qualify for removal of name from the student roll and will be placed in pending status.
- H.** This pending name will be forwarded to their respective advisor & to Dean - School of Business & Dean - School of It for the final counseling and update the status accordingly.





- I. In case if there is no response from the student, the name could be placed in temporary cancellation status for the particular semester and will have to pay the required registration fee for the re-activation.
- J. If the student is not reported to that particular semester his/her name will be cancelled from the SUC and has to apply for the re-registration and which case new academic policy (if applicable) will be applied.
- K. 5% of attendance is reserved to the academic advisory meeting with the advisor.
- L. SUC follows negative attendance system i.e., If a student's attendance is showing 25% or above absence, you will be not allowed to appear for the final examination

Please note due to the current pandemic situation the classes are being conducted online. In the current circumstances, students may submit their request to the Student Services Department, a committee consisting of Dean-Student Affairs, Registrar and Head of Administration in consultation with Deans of respective schools will review all such cases and appropriate decision will be taken subject to approval of Vice Chancellor of the University.

In the current circumstances, enforcement of the online class attendance lies with the faculty, and is governed by the following framework:

- A. Faculty will capture the attendance using the download attendance icon in MS-TEAM, wherein student's login credentials will be the primary source of identification.

The downloaded attendance needs to be imported/entered in the attendance management portal and is analyzed.

## 6. o. Gender Segregation (as applicable)

***Not applicable***

## 6. p STUDENT ACTIVITIES

<b>Policy number</b>	<b>STSR_POLICY_03</b>
<b>Policy name</b>	STUDENT ACTIVITIES
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Services Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

### A. Introduction

Student Activities are an important element of learning process, in order to develop the students in a holistic manner, committees and clubs are formed to Plan, Organize and Conduct various activities throughout the academic year and helps students hone their managerial and leadership skills.

### B. Formation of Committees and Clubs

Formation of student activity committees and clubs is initiated by the Corporate Affairs Office (CAO) by giving a presentation about the various committees and clubs, their formation, roles, responsibilities and functions. The CAO invites interested students to register online through their portal for membership of various committees and clubs based on their areas of interest, after receiving the nominations CAO conducts an election to constitute a formal body of elected members to execute the functions of the committee. The committees and clubs have an executive body comprising of head, core members and chaired by faculty or staff members only to provide



guidance and assistance when required. The chairs of the committees are nominated by DSA and approved by the Vice Chancellor. The duration of the committee is one academic year.

**C. Functions of Committees and Clubs**

- i. To plan a yearly calendar of activities and inform the student community.
- ii. To prepare the budgets and get approvals
- iii. To coordinate for necessary infrastructural support to conduct activities
- iv. To conduct the planned activities
- v. To review and provide feedback
- vi. To recommend appreciation for outstanding performance of the team members
- vii. To conduct pre and post activity meetings

**D. Process Flow**

- i. Students are informed about the importance of committees, clubs, membership, roles and responsibilities
- ii. Members are enrolled in various committees
- iii. Heads are elected
- iv. Activities and budgets are planned
- v. Activities are reviewed and feedbacks provided
- vi. Activities are conducted
- vii. Reports are recorded and Disseminated to Vice Chancellor

**Tenure and Authority**

Responsibility to form a committee or club	Responsibility to inform and conduct election	Responsibility to conduct student activities and prepare budgets	Responsibility to form, amend committees and approval of budget	Tenure of the committees and clubs
Dean of Student Affairs & Events Coordinator	Dean of Student Affairs & Events Coordinator	Dean of Student Affairs & Events Coordinator & Chair of Committee and club	EC	One academic year except CR which is semester wise

**6q. Student Council.**

<b>Policy number</b>	<b>STSR_POLICY_04</b>
<b>Policy name</b>	Student Council (Class Representatives )
<b>Policy version</b>	Version 1



<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Services Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

The Student Council at SUC is represented by the Class representatives body. SSD conducts the election of Class representatives from each class. SSD meets the Class Representatives twice in every semester and receive their feedback related to issues faced by students with different academic and academic support service units.

SSD disseminates the feedback to different units and assists in resolving any issues. Dean of Student Affairs will prepare the minutes of the meeting with response to their suggestions or requirements from different departments and send it back to CRs.

#### **Process Flow**

**Step 1** planning of schedule for different activities

**Step 2** election of CR's (one academic and one nonacademic)

**Step 3** conduct meetings as per scheduled.

**Step 4** prepare MOM and send them to different departments to get the feedback.

**Step 5** get back to CR's and provide them with answers to all their comments and queries.



## 6. r STUDENT PUBLICATIONS AND MEDIA

<b>Policy number</b>	<b>STSR_POLICY_05</b>
<b>Policy name</b>	STUDENT PUBLICATIONS AND MEDIA
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Services Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

### A. INTRODUCTION

Students Publication Policy is aimed at developing the written communication skills among the students and inculcates the habit of writing articles, composing poetry, news items and exhibit artistic and photographic talents. The policy focuses on mobilizing and motivating students to Plan, Collect, Edit and Publish articles in internal and external publications.

### B. FORMATION OF THE COMMITTEE

The formation of publication committee is by the approval of Vice Chancellor. The chair of the committee is nominated by Dean –Student Affairs and approved by the Vice Chancellor and has tenure of two years. The chair of the committee initiates co-opting members of the publication committee. The internal publication committee is formed by registering students and electing the Editorial Board for the academic year. The committee comprises of faculty member as the chair of committee, English faculty member to provide guidance, Editor in Chief, Editors, Reporters, Proof Readers and Designers.

### C. FUNCTIONS OF THE COMMITTEE

- i. To encourage and mobilize students to write original articles, composing poetry and news items for internal and external publications
- ii. To Plan and design the structure of the internal publications
- iii. To collect, edit and publish internal publications
- iv. To maintain originality and ethical practices in publications
- v. To generate funds for the internal publications
- vi. To review and provide feedback about the quality of the publications

### D. Process flow of the committee

- i. Chair of Publication Committee invites the candidatures of students interested to be members of the publication committee
- ii. The Editorial Board is elected
- iii. The roles and responsibilities of Student Editors, Reporters, Proof Readers, Designer and other members are assigned by the Editor in Chief
- iv. The planning, designing and structure of internal publication is prepared
- v. Preparation of budgets
- vi. Information is disseminated to student body, faculty members and other stakeholders to contribute the written/artistic piece of work to the editorial board
- vii. Review the works for originality and quality of the works within the publication ethics
- viii. Selecting, composing, designing and editing the works for the internal publication.
- ix. Finalizing, Coordinating and executing the publications
- x. Distributing the publication to the stakeholders
- xi. Submitting the feedback and financial report on the publication activity.



### Tenure and authority

TABLE 3.9.1				
Responsibility to form the publication committee	Responsibility to inform and conduct election	Responsibility to publish and prepare budget	Responsibility to form, amend committees and approval of budget	Tenure of the student members
Vice Chancellor	Chair of publication committee	Publication Committee	EC	One academic year

## 6. s. STUDENT RIGHTS AND RESPONSIBILITIES

<b>Policy number</b>	<b>STSR_POLICY_06</b>
<b>Policy name</b>	STUDENT RIGHTS AND RESPONSIBILITIES
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard
<b>Policy owner</b>	Student Services Department
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

### A. STUDENT RIGHTS

- i. Students have the right to freedom of expression in the classroom. It is the responsibility of the faculty member to ensure that each student in the classroom is provided an atmosphere which is conducive to freedom of expression by encouraging discussion and permitting exception to the views he/ she has presented.
- ii. Students have the right of expression in the classroom and the responsibility to learn from the course of study according to the standards of performance established by the faculty. Student behavior in the classroom should contribute to the learning process.
- iii. Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.
- iv. Students of SUC who believe they have been subjected to any form of discrimination or have been denied access to services, have the right to file their grievance with the Student Services Department
- v. Students have the right to appeal against marks or grades awarded which they are not satisfied.
- vi. Students have the right to participate in extra-curricular and co-curricular activities depending on their skills and capabilities

### B. STUDENT RESPONSIBILITIES

The student shall be responsible for conducting themselves as follows

- i. Students shall conduct themselves with reasonable consideration for all other persons within the SUC.



- ii. Students shall not indulge in any behavior likely to bring the SUC to disrepute.
- iii. Students shall comply with any reasonable instruction issued by any member of staff of the SUC.
- iv. No student will tender false or deliberately misleading information.
- v. Male and female students are not allowed to move together or sit together in class rooms.
- vi. A student shall not use, or incite others to use physical violence while in the SUC premises.
- vii. A student shall not damage, threaten to damage or incite others to damage any equipment or property of the SUC while on premises.
- viii. Students shall comply with the fee policy of the SUC.
- ix. Students shall comply with all regulations pertaining to the use of library and other SUC facilities.
- x. No student shall create excessive noise, write on walls, make rude remarks, and use abusive or unreasonable behavior in the SUC premises. Violators will be suitably punished.
- xi. Malicious or willful damage to SUC property or the property of any student or member of staff will lead to severe disciplinary action.
- xii. Students are supposed to switch-off smart devices and mobile phones in the classrooms and handover to the security before entering for examinations.
- xiii. Students should adhere to the class timings as per the rules & regulations in force.
- xiv. Smoking is prohibited in SUC as per the UAE Law. Any violation will lead to fines.
- xv. Chewing of tobacco or any other form of betel etc. is prohibited. Anyone found to be violating this will be penalized.
- xvi. Writing & drawing on desks is strictly prohibited. Any violation will lead to fines.
- xvii. Eatables & drinks are allowed outside the SUC building or in the cafeteria only.
- xviii. Students using bus should strictly comply with the rules and regulations of transport.
- xix. Students shall not litter or throw rubbish. A littering fine as per fees applicable is imposed on violations.
- xx. Students shall not remove, deface or damage the premises, equipment or property belonging to the SUC.
- xxi. Students will be required to make good, in whole to the satisfaction of the Management of the SUC, any damage caused to the SUC property.
- xxii. The SUC accepts no responsibility to any private property being lost or damaged in the SUC premises.
- xxiii. Students bringing vehicles shall observe car-parking regulations in force as well as the speed within the college boundaries.
- xxiv. Students are not allowed to bring their friends / outsiders (except parents) to the SUC. In case of emergency they may contact the Administration & Examination Department for approval.
- xxv. Student must carry their SUC Identity Card when they are inside the campus.
- xxvi. Playing cards in any form in the SUC campus is strictly prohibited

## 6. t. STUDENT COUNSELING

<b>Policy number</b>	<b>STSR_POLICY_07</b>
<b>Policy name</b>	STUDENT COUNSELING
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Services Department
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

### A. INTRODUCTION

Student Counseling Policy is aimed at comforting the students in the first month of joining the SUC by orientating them on various Academic and Academic Support Service aspects of SUC. The



counseling continues throughout the tenure of the students in SUC on various dimensions of academic related issues, performance issues, career issues and graduation requirement. Student Counseling also helps students to take maximum benefit of facilities and services rendered by SUC as a student and as an Alumnus. The Academic Counseling at the Undergraduate level is carried out by the Academic Advisor, similarly Academic Counseling at the Graduate level is carried out by Academic Mentor.

#### **B. FORMATION OF ACADEMIC ADVISING /MENTORING COMMITTEE**

The structure of student counseling is divided into Academic and Academic Support Services Counseling. The Academic Counseling is carried out by academic advisors/mentors (faculty members) appointed by the Dean of Respective Schools based on the closest expertise relevant to the student's major/emphasis field of study. The coordination of Academic Advising/Mentoring activity is the responsibility of Academic Advising Committee headed by a chair who is also appointed by the Vice Chancellor. The Academic Support Services counseling is provided by the SSD.

#### **C. COUNSELING FOR ACADEMIC ISSUES**

The Academic Counseling Services carried out by Advisors/Mentors is aimed at assisting students to resolve their issues related to Academic Progression, Performance, Satisfactory Academic Progression (SAP), Graduation Requirements, Change of Majors/Emphasis and any issues related to Academics. Also in case of any students with special needs, additional counseling is provided by the faculty and staff in addition to SSD. Academic Counseling is extended to assist students in reducing test/exam anxiety, improve study habits and help involve in active learning to attain academic goals. The Academic Counseling also involves allocation of additional time, personal and peer coaching within the working time frames of SUC. Academic advising calendar is followed to carry out counseling and orientation on a semester basis

#### **D. COUNSELING FOR ACADEMIC SUPPORT SERVICE ISSUES**

Academic Support Service Counseling by SSD is aimed at informing the students about the sources and procedures of resolving student's issues relating to the academic support services. In case of Academic and academic support service issues are overlapping with each other the Advisors/Mentor will be consulted for resolving the issues.

#### **E. ORIENTATION**

A detailed orientation is carried out in the first week as per the SUC policy. It also makes students aware of the availability of various learning resources, IT, sports facilities and other student development activities. The counseling also aims at the student's awareness about various policies, procedures and the hierarchy of the authorities they can approach to smoothly resolve their issues.

The counseling continues at the sophomore, junior and senior levels. Counseling at sophomore level is aimed at orienting students about acceleration program, changes in fee payment structure, GPA requirements and the process of enrolling for the accelerated program. The counseling at senior level is aimed at meeting graduation requirements, career counseling including placement and pursuing higher studies, alumni relations, internship, dissertation, capstone course and the academic awards.

#### **F. CONFIDENTIALITY**

All matters related to students' Counseling information are sensitive therefore all efforts will be taken to maintain confidentiality of the matters and the privacy of the student is maintained and protected. Information would be revealed only to concerned authorities involved in decision



making in relation to that matter. In case of any external agency like Police, Court, Ministry Officials require this information may be provided on request and due consideration.

## G. TENURE AND AUTHORITY

Responsibility to form the Academic advising committee	Allocation of students to the advisors/Mentor	Counseling academic support services issues	Responsibility of carrying out academic advising /mentoring (providing feedback and report)	Responsibility to compile the overall academic advising/mentoring report with recommendation to EC
Vice Chancellor	DSA	SSD	Advisor/Mentor	Academic advising committee chair (DSA)

## H. COUNSELING PROCESS

### Flow

**Step 1** Checklist of different counseling's will be prepared by Admin

**Step 2** Calendar is prepared by Admin taking care of the progress of the semester

**Step 3** Data is accessible online or can be obtained from Administration when required

**Step 4** All forms and letters should be signed by students and uploaded in their portal

The counseling process at Skyline University College includes addressing the student needs for academic and career development. SUC ensures to maintain confidentiality of the interactions with students and helps them resolve or cope with problems and developmental concerns.

## I. COUNSELING TO NEW STUDENTS

### i. Provisional Admission Counseling

If students fail to provide all the admission related documents within the first two weeks of admission at Skyline then he/she is granted Provisional admission until they submit the complete documents as per the admission policy. Such students are counseled by Administration in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.

Counsel the new students about the importance of submitting all necessary documents for their scholarship as per what they have signed in the underatking letter , inform them that if the documents or admission requirements are not met ; their scholarship will be cancelled .

***(Refer Provisional Admission letter)***

### ii. TOC Counseling

SSD counsels students who joined SUC as Transfer of Credit from other university. These students are counseled on one to one base regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the Vice Chancellor after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by Administration .

***(Refer TOC application form)***

## J. Counseling to Continuing Students

### i. Provisional Admission Counseling





If students fail to provide all the admission related documents within the first two weeks of admission at Skyline then he/she is granted Provisional admission until they submit the complete documents as per the admission policy. Such students are counseled by SSD in order to encourage them to submit all the necessary documents and secure a confirmed seat for the course.

***(Refer Provisional Admission letter)***

**ii. TOC Counseling**

SSD counsels students who joined SUC as Transfer of Credit from other university. These students are counseled on one to one base regarding the academic requirement, the SAP policy, graduation requirement and the learning resource facility. A complete graduation plan is also given to them based on the subjects approved by the Vice Chancellor after considering the TOC courses awarded from the previous university. The department counsels the student on the progress of courses at each level along with the prerequisite information. Later on, every year the academic progress of the student is monitored by Administration .

***(TOC application form)***

**iii. SAP Counseling**

SAP counseling is carried out to those students who have low satisfactory academic progress levels as per the qualitative and quantitative standards required under the SAP policy.

Satisfactory Academic Progress (SAP) is measured by way of qualitative progress (grade-point average) and quantitative progress (hours earned) as per the SAP policy. SAP is monitored during the Spring semester for all students with low CGPA.

SSD receives the list of students not meeting the SAP requirements from administration department at the end of each semester. Each student is called individually by the Student Counseling Coordinator and the impending situation is explained. Necessary improvement measures are pointed out to the student in order to increase his/her GPA.

**iv. Graduation counseling**

Students are provided with graduation counseling around two semesters prior the graduation date.

Students are counseled for graduation on the following points-

1. Number of credits completed
2. Number of remaining subject in order to graduate.
3. Review of CGPA, GPA of Capstone course, GPA of Major course and any repeating courses or failure course.
4. PSDP is compulsory for students in their fourth year.

Note: If the student does not meet the above criteria then Administration counsels student further.

***Refer Exit interview form***

**v. Withdrawal & repeating course counseling**

During the first week of the semester only a student can withdraw the course without payment. It will not reflect in the transcript but if the students wishes to withdraw the course after one week of the commencement, then he/she will be charged for the course as per the policy and it will be reflected in the transcript as 'W' (Withdrawn) and the students will have to repeat the course next semester if it is offered.



Administration will review the graduation plan of the withdrawn/failed student on receiving the list from administration. This process is carried out each semester to help students reduce the financial and academic burden. SSD counsels the students who have failed or a student wanting to increase his/her CGPA to repeat the course. Students are allowed to repeat the course only twice during the program.

**vi. Accelerated counseling**

Student may opt for accelerated program as per the policy of SUC. To take up an accelerated Program, students should maintain a GPA of 2.5 or above in the first three semesters with 45 credit hours. Accelerated program helps them in finishing a four year course in three years' time.

All the Freshman students are provided information on the accelerated Program at the time of their Admission. The Admission Kits issued by Administration also contains complete details of the accelerated Program.

After completion of two semesters, the SSD and advisor/mentor will once again call the students and inform them about the eligibility requirements for accelerated Program. On completion of three semester eligible students are informed to register for the accelerated Program. Students are counseled for taking the accelerated program after understanding the preparedness and capability of bearing the increase in financial obligation associated with accelerated Program.

***Accelerated program form***

**vii. Low attendance counseling**

Student with less than 50% attendance by the end 3rd week of are called to the SSD to discuss the reasons for their low attendance and the consequences for not maintaining the required attendance. They are made aware of the importance of regularity in attending classes and coordinate with advisor/mentors and class teachers to further counsel the student so as to cope up with the academic requirements. They will also be informed of not being allowed to attend the final examination and the cost and time implication in completing the course.

**viii. Low CGPA student counseling**

The SSD receives the list of students having a low GPA from the Administration. The Students Services Department will call these students and counsel them to improve their GPA and if required a meeting is arranged with advisor/mentor and concerned faculty for additional counseling.

Students are also made aware of the fact that if they do not reach the benchmarks set for the course for that particular year then student will go through probation, final warning and suspension or is advised to repeat the entire course.

**ix. Exam Absentees Counseling**

List of students who miss the mid-term or final exams is forwarded by the Administration department to SSD at the end of the examination session on day to day basis. SSD calls these students and tries to understand and evaluate the reasons which caused them to remain absent during the exam.

In case a serious issue is prevalent, students are encouraged to fill the mitigation form and the process is explained.

**x. Mitigation Counseling**



SSD contacts the students who miss an examination and is called for mitigation counseling. The student is asked to submit necessary documents proving his/her reason to have missed the exam. The documents are forwarded to the adhoc Mitigation committee who decides the possibility of retaking the exam. The student is also made aware of the possibility of rejecting the mitigation appeal by the committee if the circumstances and the evidences of the proof not convincing.

Mitigation is applicable in case of

1. Accident
2. Death of immediate family
3. Hospitalization
4. Religious reason (Haj)

***(Mitigating Circumstances Form)***

**xi. RESIT COUNSELING**

If the student fails in the Final examination, the student Counseling Coordinator calls and motivates the student to appear for a resit exam and explains the consequences in failing to do so.

***(Resit application form from Admin Manual)***

**xii. Financial Outstanding Counseling**

Finance department forwards to SSD a list of students with a financial outstanding before the start of the mid-term exam. SSD then counsels the students to pay their outstanding fees before the mid term examination.

Students with outstanding fees of two months and above are encouraged to pay monthly fees in installments and the same applies for the final exam as well.

Students are encouraged and advised to discuss any financial issues with SSD so that necessary steps and measures can be taken. SSD makes such students aware of the various scholarship opportunities available at SUC to help them through their academic year. In order to support them further, their resume are forwarded to the Corporate Affairs Office to help them secure part time or full time jobs.

**xiii. Postponement & Reactivation Counseling**

SUC policy allows a Student to postpone his/her studies by one semester once in an academic year.

Postponements are allowed in the following cases-

1. Death in the family
2. Financial problems
3. Work pressure
4. Travelling out of country
5. Hospitalized

Students intending to postpone a semester have to approach the SSD who will handover them the postponement application form, ask them to meet their advisor/mentors and assist them in completing the application form.

The SSD will also followup with the students who have postponed a semester at the end of the semester and encourage to reactivate his program. They are given the reactivation form which is forwarded to Finance for the new fee structure applicable and then to the Administration department for the new graduation plan.



**xiv. Cancellation & Exit Interview Counseling**

When a student approaches the SSD for admission cancelation he/she is thoroughly counseled and the reasons behind cancelation is understood. Once he signs the cancelation form, SSD forwards the same to various other departments like Finance, Administration, Library and HR. Upon successful clearance from all the departments the students' admission is considered to be cancelled.

Exit interview is carried out where the student is asked to answer a questionnaire. The student is given full confidence of confidentiality of the information he/she supplies. The purpose of the exit interview is for departmental improvement.

**xv. Visa Student Counseling**

Students who have opted for university VISA are counseled by the SSD to complete the course within the stipulated time. Students on university VISA are continuously counseled throughout their academic period for low GPA, low attendance and date of graduation and VISA renewal.

The Human Resource Department sends the list of Visa students whose visa renewal is due to the Administration . The Administration issues a letter detailing out information on the Visa charges, documents and provide the application form to be filled up for completeing the renewal process. All the required documents along with the duly filled application form is forwarded by Administration to the finance department and later on to the HR department. A list of graduating Visa students is sent by the Administration department to the SSD, who will send them a letter informing about the cancellation of their visa post completion of their graduation.

**xvi. Hostel Student Counseling**

The Student Counseling Coordinitor visits the Hostel students atleast thrice a year wherein they are encouraged to speak freely about the various issues they face. Purpose of the meeting is to relax the students and give them a homely feel. The suggestion and/or issues discussed by the students are noted down by the SSD, who then follows up on the requests made and issues described. The SSD is supported by Sports department for the counseling of hostel students.

**6. u. HEALTH SERVICES**

<b>Policy number</b>	<b>SPOR_POLICY_02</b>
<b>Policy name</b>	HEALTH SERVICES
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Sports Department
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	DYASS & REGISTRAR

The Sports department at SUC is responsible for providing health services specified below to students, faculty staff and other stakeholders as and when required during their presence within the SUC campus:

- i. To have a MOU with a hospital/clinic for the medical support whenever required.
- ii. To provide a clinic equipped with necessary equipment.
- iii. To keep a medical file for each student.



- iv. Approved number of qualified first-aiders
- v. To provide continuous health education program for the students and staff
- vi. To provide an environment that contributes to the cultural, social, moral, intellectual, and physical development of students.

## 6. v. ACADEMIC ADVISING

<b>Policy number</b>	<b>STSR_POLICY_08</b>
<b>Policy name</b>	ACADEMIC ADVISING
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Services Department
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	H-IRQAOA

### A. INTRODUCTION

SUC has an effective academic advising scheme that has helped the academic performance of students in the past. The objective of academic advising is to help students achieve a higher degree of academic performance through the processes of planning and development of their study, growth, and a career that would lead to a prosperous future, while they are studying in SUC. A faculty member of SUC, who has the closest expertise relevant to the student’s major field of study, is assigned to the group of students as ‘Advisor’. Every student is assigned to an Advisor at the time of admission. The advisor provides the student with information about courses, accessing University facilities and academic support units, and guidance on how to perform better in their courses and programs of study.

The following are the goals of the Academic Advising:

- i. Monitoring the progress of the students continuously.
- ii. Implementing and communicating information about academic policies, procedures and graduation requirements.
- iii. Assisting students in clarifying their academic goals and objectives.
- iv. Providing individual and/or group advising opportunities to assist students in achieving academic success.
- v. Making referrals and directing students to appropriate academic support units and resources.
- vi. Demonstrating a high level of professionalism and consistently maintaining confidentiality in advising/ counseling matters.
- vii. 5% of attendance is reserved to the academic meeting with the advisor

#### a. Student’s Rights

Students will have the right of timely access to an assigned advisor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

#### b. Student’s Responsibilities

The following are the responsibilities of the students to make the scheme work effectively for their optimum benefit:

1. Make an effort to get to know their advisor.
2. Maintain an academic advising and career-planning file.



3. Know the degree requirements and other relevant academic policies and procedures.
4. Complete academic requirements in a timely manner.
5. Initiate timely career and academic inquiries and discussions with advisor.
6. Make regular progress in appointments and also meet advisor for assistance when questions or problems arise.
7. Prepare a list of questions or concerns prior to meeting with the advisor.
8. Be considerate to the advisor's schedule of advising appointments and arrive promptly.
9. Take responsibility of their decisions.
10. Provide regular feedback of Academic Advising scheme and the advisor.

**c. Student Feedback**

60% attendance is required for the feedback.

**Flow**

**Step 1** Allocating Advisors by the Advisory committee

**Step 2** Admin will allocate the advisees to different advisors and mentors.

**Step 3** IT and Admin will make sure that the name of the advisor is reflected in the students' portal

**Step 4** IT will ensure that the Advisory list for each advisor is uploaded in the advisor's advisory system

**Step 5** The chair will send the details of different advisory meet

**Step 6** SSD will ensure that All Advisors are keeping their advisory hours on their notice boards of their offices

**Step 7** The chair will send the advisors all points he wants them to raise during the first/second Advisory meet and ask them to send their feedback

**Step 8** Advisors will present the progress of their advisory to the Chair during MT exam week

**Step 9** Final report and presentation will be submitted by advisors to the chair

**Step 10** Taking the feedback from the IRO office

**Step 11** The feedbacks are discussed with Advisors / mentors during their annual evaluation meeting

**B. New Students**

- a. Each undergraduate student is assigned a faculty who will act as their advisor and guide them regularly for their academic and career progression. Similarly, each graduate student is assigned a faculty member who acts as their mentor and guides them for their academic and career progression. These advisors or mentors provide proper orientation to all their advisees and the primary purpose of this orientation is to familiarize with them and inform them who their advisors / mentors are. During this session, they are also notified about their duties and responsibilities as advisee, importance of academic progression and academic quality assurance. All advisees have to update their personal details with the advisors / mentors to enable the ease of communication between the two and timely provision of advising services to them.
- b. The advisors or mentors inform their respective advisees on the various academic services like provision of CDP including assessment tools, study material, grade improvement policies. Students are also informed on the usage of portal services for checking attendance, assessment marks, grades and for various other requests, making online requests and interacting with faculty to understand their progress in the course. Students are told that any issues faced by them on the above academic matters should be immediately addressed to the concerned advisors who will help in resolving them at the earliest.



- c. At the same time they are made aware of the requirements of various academic support services units which include document submission to different department for completing the admission formalities, collection of rental books and timely return, payment of fees on schedule & late payment fees , Checking of statement of account, de-activation process adopted by various department, locker usage and timely return of key, use of sports facilities and participation in Co-curricular & Extra-curricular activities.
- d. Students are informed about the procedure for appealing in case of any grievance with regards to grades, late submission, attendance, re-quizzes and portal activation.

### C. Continuing Students

The advisors / mentors provided an orientation to the TOC students who start their Programs at the intermediate stage similar to the new Students. (Refer section II-A above). They are also oriented on the study material, Course delivery package, assessment and usage of portal services to access their attendance information, assessment marks, and grades and also to make various online requests. TOC students are encouraged to interact with the faculty for course progress by using their official id.

The information on the alumni club and its activities is provided to the **junior accelerated** and **senior students**.

The advisors focus on re-enforcing academic services / issues faced by the continuing students related to CDP & Assessments, Grade Improvement, Online request, etc. They provide information on the requirements for Internship/Internship Project/Dissertation.

The advisors / mentors also focus on re-enforcing academic support services / issues faced by continuing students with regards to submission of relevant documents required by various departments. The advisors / mentors orient them on the requirements of accelerated program, graduation, Internship/Internship Project, Dissertation, Scholarship, Rewardship.

The advisors / mentors remind them about the collection of rental books and returning on time, timely payment of fees & late payment fees, checking of statement of account, de-activation process by various department, usage of locker and returning key on time, use of sports services and participation in Co-curricular & Extra-curricular activities.

Students are informed about the grievance and appeal procedures related to grades, late submission, attendance and re-quizzes and portal activation.



## 6. w STUDENT ACADEMIC INTEGRITY

<b>Policy number</b>	<b>ACAD_POLICY_08</b>
<b>Policy name</b>	Student Academic Integrity and Plagiarism Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Academics
<b>Date of recent modification</b>	<b>22 September, 2020</b>
<b>Verified by</b>	Dean-School of Business, Dean-School of IT and DYASS & Registrar

### A. INTRODUCTION

The SUC encourage the students to enlighten and motivate them in such a way that they naturally produce original work not only at the university level but also in their workplace in future. The objective of SUC, academic integrity and plagiarism policy is to foster a culture of academic honesty and enrich the SUC repository with high quality original work. It also aims to empower the learners in gaining a clear understanding of how to write in their own words which is free of all kinds of plagiarism and unfair means with full academic integrity as per national/ international standards.

### B. PLAGIARISM

Plagiarism is the most frequently observed form of academic dishonesty, which is adoption or incorporation of other's work/idea without proper attribution of the source. Students may get involved in the act of plagiarism while submitting their, assignment, case study, proposal, term paper, project, dissertation, thesis or any other submission related to the course/program. It is the obligation of the student to read, understand and comply with the SUC policy of academic integrity and plagiarism. In case of any clarification approach to concerned faculty member/academic supervisor/advisor. In brief the following acts will be covered under plagiarism;

- Paraphrasing materials or ideas of others without identifying the sources.
- Using sources of information (published or unpublished) without identifying the source.
- Directly quoting the words of others without using quotation marks or indented format to identify them.
- Verbatim quotation without proper referencing
- Cut and paste from any electronic/print media without proper referencing
- Unauthorized collaboration of student/outsider for completion of academic work
- Failure to acknowledge assistance
- Inaccurate citation
- Auto-plagiarism-not to submit (partially or full) already submitted work elsewhere
- Detection of plagiarism based on plagiarism software is also included.

### C. ACADEMIC SUBMISSION AND PLAGIARISM DETECTION

SUC has integrated Turnitin Plagiarism Software with each course to help the faculty members to identify possible instances of plagiarism. Following are general information and rules related to submission of all academic work of the students:

1. Turnitin(Plagiarism Detection Software ) is integrated in the student LMS and students have to upload their submissions on or before deadline for evaluation. Students will be allowed to make the submission only once in the Turnitin (Plagiarism Detection Software) which is integrated in the students' LMS as per the details provided to them by the respective faculty members. There won't be any opportunity for resubmission. As such, students are expected to be sure from very beginning that their work is totally original and free of all kinds of plagiarism.





2. Students must upload only genuine/clean word files (no playing with fonts, changes of spelling, usage of spinning software, inserting image file, etc.) to obtain similarity index reports.
3. Students will be required to make submissions strictly before the deadlines. Any submission afterwards will not be accepted by the faculty members.

#### **D. ACCEPTABLE ACADEMIC WORK AND APPLICABLE PENALTY**

Students are expected to follow the submission rules, instructions and the timeline set by the respective faculty members. Non-compliance of the set rules and instructions would lead to penalties deemed appropriate for an academic work. Further details on acceptable similarity index for plagiarism and penalties applicable are as follows:

1. The maximum allowed similarity percentage from Turnitin software is up to 20%. It should be noted that this 20% is permitted only to accommodate usage of quoted contents, matching of names/terms (theories etc.), or other small minor/unintentional matches. Even if similarity index is 20% or less, no sentence or paragraph should fully match with published contents under any circumstances unless presented in quotes.
2. It should be noted that an extremely small similarity index value (e.g. 0 or 1%, and likewise) will be subject to thorough investigation by the faculty for a faulty/manipulated submission.
3. Students violating the guidelines related to similarity index will be subject to penalties. A reduction of 20% of allotted marks for the respective assessments for the violation of similarity index for more than 20% up to 30%.
4. Considering the nature of similarity index within the range of more than 20% up to 30% faculty member may allow the student to update and resubmit the academic work with clear noting.
5. Any submission of academic work with more than 30% of similarity index by Turnitin software will not be considered as valid submission and will be given zero marks.
6. Continuous violation of the set rules related to similarity index within the course or semester will be subject to investigation and further action by the concerned faculty in consultation with the respective Deans.

#### **E. APEAL FOR PLAGIARISM**

Students who have any kind of valid grievances pertaining to their similarity issues or penalties can appeal for a revaluation/reconsideration to respective faculty members through an email explaining the entire issue and seek reprieve for the situation. The concerned faculty member will be responsible for looking into the issue ensuring fairness is maintained all throughout. Concerned faculty member may allow the student to resubmit the work after improvement. In case a faculty member faces any difficulty in this matter, will consult with respective Dean for resolution of the matter. The decision of faculty/Dean will be final and binding on the student.

#### **F. OTHER ACADEMIC OFFENSES**

The following are the other academic offenses recognized by the SUC and may be committed by the student during the program.

#### **G. PRESENTING FALSE CREDENTIALS**

Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates.

#### **H. CHEATING**

1. Using material not permitted by the faculty during exams, including stored information on electronic devices.
2. Copying answers from another student on exams or assignments.
3. Altering graded exams or assignments and submitting them for re-grading.
4. Submitting the same paper for two classes.
5. Altering exam answers and requesting that an exam be re-graded.



6. Cooperating with or helping another student.
7. Fabricating information such as data for a computer lab exam.
8. Other forms of dishonest behavior, such as having another person take an exam in your place.

#### **I. FACILITATING ACADEMIC DISHONESTY**

1. Allowing another student to copy an assignment or problem set that is supposed to be done individually.
2. Allowing another student to copy answers during an exam.
3. Taking an exam or completing an assignment for another student.

#### **J. COLLUSION**

1. The work that has been done with others is submitted and passed off as solely the work of one person.
2. Working with others without permission from your faculty to produce work which is then presented as your own independent work.

#### **K. FABRICATION OF DATA**

1. The falsification of data, information, or citations in any formal academic exercise.
2. This includes making up citations to back up arguments or inventing quotations. Fabrication predominates in the natural sciences, where students sometimes falsify data to make experiments "work". It includes data falsification, in which false claims are made about research performed, including selective submitting of results to exclude inconvenient data to generating bogus data.

#### **L. DECEPTION**

Providing false information to faculty concerning a formal academic exercise—e.g., giving a false excuse for missing a deadline or falsely claiming to have submitted work.

#### **M. SABOTAGE**

Acting to prevent others from completing their work. This includes cutting pages out of library books or willfully disrupting the experiments of others.

All the above defined academic offenses should be reported by the concerned faculty to the respective Dean/ Vice Chancellor. The Dean/Vice Chancellor in consultation with Dean Student Affairs, DYASS & Registrar and Head – Admin & Exam Department will decide on the action to be initiated against the student. The following is the normal flow of such a process.

#### **N. INQUIRY CASE OF SUSPECTED OTHER ACADEMIC OFFENSES (AS MENTIONED ABOVE)**

- i. When a student is suspected of other academic offenses, the Administration department arranges an investigatory interview by an investigating team appointed by Dean/ Vice Chancellor. The minutes are recorded by a member of the investigating team.
- ii. The allegation is fully explained and the student is allowed to have his/her say to defend himself / herself and explain the situation.
- iii. The investigating team will submit its recommendation along with the minutes of investigation interview to the office of Vice Chancellor & DYASS & Registrar.
- iv. The Vice Chancellor in consultation with DYASS & Registrar and Head – Administration will advise appropriate action, based on recommendation of the investigating team. The decision of the Vice Chancellor cannot be challenged or reviewed
- v. Students having a record of unfair means will not be included in the toppers or Dean's list.
- vi. Report will be placed in the student file and it will be communicated to faculty, advisor and Dean of respective Schools



## O. RECOMMENDED ACTIONS BASED ON THE SEVERITY OF OFFENSE

1. In case of first offense, a strict warning is issued to the student against committing academic offense and zero marks will be awarded for that particular component.
2. In case of second offense in any component, all the assessments will be awarded zero and 'F' grade will be recorded in the transcript and student will have to repeat the course.
3. In case of third offense, student will be awarded 'F' Grade in all the courses and the student will have to repeat the semester.
4. In case of fourth offense, student will be dismissed from the University and Dismissal will be reflected in his transcript. In this case a tuition fee is not refunded.
5. Student will not be re-admitted and no appeal will be accepted.
6. Record is placed in the student file.

## P. TRAINING ON PLAGIARISM

### Training for Faculty Members

- a. All the faculty members need to undergo refresher training on Plagiarism during beginning of every academic year and the same will be provided by Turnitin experts.
- b. All new faculty members need to undergo an orientation training on plagiarism organized by the research committee.

### Training for Students

- a. All the students need to undergo on orientation training on academic integrity and plagiarism in the beginning of their first semester organized by Students Services Department.
- b. TOC students need to undergo an orientation training on plagiarism at the beginning of every semester organized by Students Services Department.
- c. The faculty members need to orient the students about SUC Plagiarism policy at the beginning of every semester.

## Q. REVIEW OF THE POLICY

The Plagiarism policy shall be reviewed every year or as and when deemed appropriate by the competent authorities.

## 6. x. STUDENT APPEALS

<b>Policy number</b>	<b>STSR_POLICY_09</b>
<b>Policy name</b>	STUDENT APPEALS
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Service Department
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

### A. Grounds of Appeal

The student may appeal ONLY against the marks/grade awarded in a course under the following circumstances.

- i. Procedure is not in accordance with the current approved regulations.
- ii. Material and significant administrative error has taken place.
- iii. Unfair discrimination



- iv. Inconsistency of the decision
- v. Disagreement with marks or a grade cannot itself constitute ground for appeal.  
It is important for students to understand the status of numerical marks/grades assigned to pieces of work. Assessors make their judgments on individual student performance within the assessment regulations of a program which outline the objectives of study and standard to be obtained. Assessment is a matter of judgment. Academic judgments of this type cannot in themselves be questioned or over turned.

## **B. Time Duration of Appeal**

An appeal must be logged with the Administration department within five working days of communication of a result. The appeal addressed to the DYASS & Registrar must be in appeal form highlighting the grounds on which the appeal is being made. Documentary evidence if available must be enclosed to support the appellant's case.

### **i. Appeal Hearing**

When there are sufficient grounds for an appeal the arrangement is done to call for an appeal board.

Appeal board will consist of:

- a. Vice Chancellor
- b. DYASS & Registrar
- c. DSA
- d. Dean of respective school
- e. Head – Admin & Exam Department
- f. Advisor
- g. Faculty Concerned
- h. Recording Secretary

At least three members are required to be present to constitute forum for a board. The student will be allowed to present his case. The board will communicate through the chair the decision of the appeal board in writing to the student. Decisions of the appeal board cannot be challenged or subjected to review.

### **ii. APPEAL IN MITIGATING CIRCUMSTANCES**

#### **a. Plea for Consideration of Mitigating Circumstances for Class Assignments, Tests, Etc.**

Head – Admin Department may exercise his / her judgment based on new calendar deadlines whether to accept the plea for mitigating circumstances for continuous modes of assessments and may administer make up assessments if convinced by his /her genuineness and relevance of the circumstances leading to the student's missing such assessments. Appeals for consideration of mitigating circumstances for continuous assessment modes must be made within 24 hours of conduct or submission deadline of the assessments. Documentary evidence to substantiate such plea must be provided by students. Appeals after the expiry of 24 hours' deadline will be considered as time barred. Such decisions will lie on the DYASS & Registrar and will be assessed after discussion with Vice Chancellor & concerned faculty.

#### **b. Plea for Consideration of Mitigating Circumstances for Midterm Examination**

Students' inability to take midterm examinations due to unavoidable circumstances will be forwarded to Head – Administration along with necessary documentary evidence.

The Head – Admin Department and DYASS & Registrar based on their best judgment will decide whether to accept or reject such an appeal for consideration of mitigating circumstance for failure to take mid-term examination on a given date. The appeal must be made by the student within 48 hours of the conduct of the mid-term examination. If the appeal is decided in favor of the student, then the examination department in liaison with the advisor will conduct the midterm exam again for this student. Appeals after the expiry of 48 hours' deadline will be considered as time barred. The decision of the Head - Admin department in this case cannot be challenged or reviewed.



**c. Plea for Consideration of Mitigating Circumstances for Final Examination (First Sit)**

If a student is unable to take a scheduled first sit examination due to sickness, accident, death in family, a telephonic intimation of the circumstances must be made, by the student, his friend or relative before or on the day of the examination prior to its commencement to the Administration Department. A medical certificate attested by ministry of health, documentary evidence of the circumstances affecting the student must be submitted within 2 working days of conduct of the examination. Appeals after the expiry of 2 working days' deadline will be considered as time barred.

Plea for consideration of mitigating circumstances will be forwarded to Head – Admin Department along with necessary documentary evidence.

The Head – Administration along with DYASS & Registrar based on their best judgment will decide whether to accept or reject such an appeal. The decision of the Head - Admin department in this case cannot be challenged or subject to review.

Students must understand that successful consideration of appeal will result in their taking the re-sit examination for a course on first sit basis. Such students will forfeit the rights of a re-sit examination. No mitigating circumstances will be considered for re-sit examination and students failing to undertake re-sit examination will have to repeat the course.

Students, who absent themselves from courses for prolonged period of time, must understand that they cannot redeem their prolonged absence by claiming mitigating circumstances and such students will be required to retake courses at the first available opportunity.

**Note:** Students are required to use mitigating circumstance form available with the student portal to file their appeal for consideration of mitigating circumstances along with necessary documentation.

Mitigation policy to excuse the absence of students that result from the following causes only

1. Accident
2. In case of death of Immediate Family Member
3. Hospitalization of self
4. Religious (Only for Hajj)

**Note:** Student is required to use mitigating circumstance form available in the portal to file their appeal for consideration of mitigating circumstances along with necessary documentation.



## 6. y. STUDENT GRIEVANCES

<b>Policy number</b>	<b>STSR_POLICY_10</b>
<b>Policy name</b>	STUDENT GRIEVANCES
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Student Service Department
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

The SUC realizes the importance of having a system in order to address and deal with student dissatisfaction. Constant efforts are taken to minimize errors and avoid repetitions of problems related to academic and non-academic services.

For any suggestion or complaint, a student is required to fill in a complaint/suggestion form and submit to the Student Services Department. The form is then duly forwarded to or discussed with the concerned Department head. Any remedial action required, is taken immediately and conveyed through a written reply to the student. Student grievance/complaints & suggestions are also addressed at the Class Representatives' meetings held twice a semester.

The student grievance resolution procedures of the SUC are based on the following principles:

1. Procedures used to review and resolve complaints or grievances should be fair and conclusion drawn after hearing each point of view.
2. Confidentiality will be respected, unless the use of the information is authorized by law.
3. Complaints or grievances will be handled in a timely manner with achievable deadlines specified for each stage in the evaluation process.
4. The decision will be communicated to Students coordinator who in-turn communicates to the student.

**All concerned parties to the complaint or grievance is regularly informed on the progress of the matter.**

### **Procedure**

**Step 1:** To fill the compliant suggestion form in the administration department regarding the issues giving the facts of the issue and the nature of the grievance

**Step 2:** Attempts made by the student to resolve the issue to the concerned faculty/staff and the response.

**Step 3:** The administration gathers information about the issue from the concerned parties.

**Step 4:** The administration arranges a meeting between the aggrieved parties; if it is resolved the matter is recorded and closed.

**Step 5:** If it is not resolved in the first meeting then administration request the DSA to call DAC meeting and presents the case, afterwards the DAC conducts the enquiry and suggest the solution, if it is resolved the matter is recorded and closed.

**Step 6:** if it is not resolved the matter will be referred to EC committee by the DSA, the decision of the EC committee will be final and binding for resolving the issue.

**Step 7:** Still the matter is not resolved the student may be allowed to take necessary steps to resolve within the SUC framework or UAE legal framework.



## 6. z. Alumni Relations

<b>Policy number</b>	<b>CORP_POLICY_08</b>
<b>Policy name</b>	Alumni Relations
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 6: Students
<b>Policy owner</b>	Corporate Affairs Office
<b>Date of recent modification</b>	4 August 2019
<b>Verified by</b>	DEAN-STUDENT AFFAIRS

### A. Alumni Meetings

The association of SUC alumni was first established in the year 2001 with the first Alumni Meet. The efforts to increase the registrations to the association are revised from year to year. The Alumni Association was designed to provide a platform for those alumni who want to be more actively involved in the various events & projects.

### B. Alumni Association

The Alumni Council is formed through elections every year and the goals of this council are the following:

- i. Help the Alumni liaisons plan programs & activities for SUC alumni.
- ii. Coordinate the Alumni events and programs
- iii. Provide advice to the Alumni liaisons officer about Alumni program & activities.

#### **Members of the Alumni Association:**

- i. President (Alumni)
- ii. Vice President (Alumni)
- iii. Alumni Liaison Officer (Faculty or SUC representative)
- iv. Head of Student Committees
- v. Staff members of the University [Corporate Affairs and Finance]

#### **Benefits of Alumni Association members:**

SUC Alumni Association provides the following services to its Alumni Association members:

- i. VIP passes to attend events such as carnival organized by the University College.
- ii. VIP invites to movie nights, entertainment night or any other fun activity planned by the Alumni Association.
- iii. Invites & passes to Graduation year reunion parties.
- iv. Participation in University college social and cultural activities.
- v. Utilization of University College resources.
- vi. Accessibility of Alumni Database of the University College for Networking activities, lifelong learning & Socializing.
- vii. Alumni Association members can also benefit from the placement services, career counseling services etc.
- viii. Scholarship benefits for Alumni who wish to further their educational qualification at SUC.
- ix. Involvement in organizing participating & contribution to the University college academic activities. [*i.e. Professional Skill Development workshops & seminars, career workshops etc.*]



### C. Events and activities for Alumni

Corporate Affairs Office organizes events for Alumni in coordination with SSD/ Administration Department round the year to strengthen and improve ties. Alumni can benefit from SUC in the following ways:

- i. Alumni requests: Alumni can send their requests to Administration for any documentation; letters, transcripts etc. and the same would coordinate with the respective department/s to address the request.
- ii. Placement Assistance: Corporate Affairs Office keeps the alumni informed of the upcoming job opportunities and takes measures to increase their placement chances. SUC does not guarantee job placements.
- iii. Continuing Education: Administration sends regular information to alumni regarding various types of courses running in the college in order to keep the learning process alive.
- iv. SUC events: Alumni are kept up-to-date about various SUC events to attend/participate.

### D. Update Alumni Database

To update the Alumni base of students from 1992 onwards and to further develop it for the purpose of providing lifelong learning opportunities to them and actively engage the alumni into mutually developmental activities with SUC. To also identify resource personnel for guest lectures, industrial visits and experts for various academic and non-academic events.

Step 1: Receiving graduated and graduating students list from Administration to develop a strong alumni base for participating in lifelong learning.

Step 2: Updating the database by contacting the Alumni.

### E. New Registrations

SUC graduates automatically become SUC alumni. The orientation is given to final year students during spring semester informing them about the various benefits of becoming an integral part of SUC Alumni body once they graduate. The details of the graduating students should be taken from Administration Department and should be included as a new registration.

### F. Alumni Business Meet

Corporate Affairs Office will organize Alumni Business Meet which is a yearly event held in the month of May.

**SCOPE:** It is a networking event for our alumni who are either successful in their career or have newly joined the corporate world to mix and mingle among themselves and further network and build relations with the leading industry stalwarts, corporate honchos, govt. authorities and successful entrepreneurs.





## MOE STANDARD 7 . HEALTH, SAFETY AND ENVIRONMENT

### 7. a. Health and Safety.

<b>Policy number</b>	<b>HSEM_POLICY_01</b>
<b>Policy name</b>	Health Safety and Environment Policy
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 7: Health, Safety and Environment
<b>Policy owner</b>	HEALTH SAFETY & ENVIRONMENT MANAGEMENT COMMITTEE
<b>Date of recent modification</b>	18 APRIL 2020
<b>Verified by</b>	DYASS & Registrar

### I. INTRODUCTION

Skyline University College (SUC) aims to protect the health, safety and environment of its students and employees by initiating various measures and implementing all the necessary policies. SUC has an exclusive Health, Safety and Environment policy to meet this objective in line with Stipulation – 7 of CAA Standards and OHSEMS General Framework of HSE Directorate, Ministry of Education (MOE), UAE. It aims to best manage the anticipated risks, reduce and control risks in order to safeguard employees, students and other stakeholders (i.e. visitors, contractors and service providers) and to protect the environment and its sustainability during regular operations and emergency situations at SUC. The policy also includes the mechanism of implementation, monitoring, assessment and auditing, the occurrence of emergency, disaster and crisis management, accidents reporting and investigation, periodical management review for its continual improvement.

The HSE policy also covers all aspects related to the safety and maintenance of institution’s physical infrastructure such as buildings, grounds, parking areas, residence and prayer halls class rooms, auditoriums, common areas, and other physical resources. This policy also deals with technology infrastructure and maintenance and upgradation of technological equipment, data security. It also facilitates initiatives towards the ease of life for people of determination, identifies special needs of male and female students, employees and visitors, maintains hygiene in catering facilities, wash areas etc. SUC also ensures delegation of responsibilities to concerned heads of departments towards the implementation of this policy.

*Please refer “HEALTH SAFETY & ENVIRONMENT POLICY AND PROCEDURE MANUAL” for more details*



## 7. b. Equipment and Software Replacement.

<b>Policy number</b>	<b>COMP_POLICY_01</b>
<b>Policy name</b>	Equipment and Software Replacement Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 7: Health, Safety and Environment
<b>Policy owner</b>	Computing Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

### A. EQUIPMENT AND SOFTWARE REPLACEMENT POLICY

The computing department Laptop, Desktop Computer (PC), network, storage & other IT related asset equipment replacement and upgrade policy for SUC in order to utilize the benefits of next-generation office environments, simplify technical support issues, and increase SUC's ability to deploy new solutions to business problems.

Laptop & Desktop computers, by their nature are relatively inexpensive computing devices that have a limited life compared to other office equipment. The rule of thumb for obsolescence of laptop/ desktop computers is 3-4 years. However, changing business practices, new technology and new software applications can impose increased demands on computing power that can force a more frequent replacement cycle for staff / student affected by the changing business practices or those using the new technology or software.

Guidelines & procedures are required to maintain a replacement cycle of personal computer equipment within the useful and expected lifetime of the equipment, while preventing a proliferation of aging, obsolete, out-of-warranty, unsupported, and incompatible systems.

- i) Upgrading is expensive because, more often than not, multiple system components must be upgraded in order to achieve the intended performance improvement.
- ii) The purchase price of the various hardware components needed to accomplish an upgrade will exceed the purchase price of a new computer.
- iii) The cost of labor to install an upgrade to existing hardware will far exceed the cost of labor to install a new PC.
- iv) Upgraded PCs have uncertain maintenance profiles and support costs.
- v) There is no increase in residual value of upgraded PCs.
- vi) Upgrading PCs tend to increase the overall complexity in the installed hardware base.

The following is a general guideline for replacing Laptop/PCs & IT assets. All departments should consult with computing department for assistance in determining their specific replacement needs. Replacement schedules vary according to ageing policy.

The ageing table facilitates the department in taking decision regarding replacement of old stock and purchase of new stock. Expired or damaged stocks are listed for discarding from the stocks after due approval from the finance department after proper audit is carried out. On approval, the list of discarded items are forwarded to CRDC and Vice Chancellor for their approval. Technology equipment often contains parts, which cannot simply be thrown away. Proper disposal of equipment is both environmentally responsible and often required by law. In addition, hard drives, USB drives, Tonner, Cartridge, speaker, mice, keyboards, printers, scanners, backup tapes, PC, Monitor and any computer/technology equipment or peripheral devices. Therefore, IT department calls disposal item collection agency such as (Bee'a'h) to collect from University campus.



## 7. c. Data Security.

<b>Policy number</b>	<b>COMP_POLICY_02</b>
<b>Policy name</b>	Data Security
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 7: Health, Safety and Environment
<b>Policy owner</b>	Computing Department
<b>Date of recent modification</b>	11 APRIL 2020
<b>Verified by</b>	DYASS & REGISTRAR

Data Security policy guidelines of SUC are aimed at maintaining security of information regarding its Students, Faculty and Staff. It also provides guidelines on the security of institutional data relating to its policy, procedures and operations. This policy outlines the responsibility of authority of data generation, recording, and modification, accessing, publishing and discarding the data. The policy guideline envisages appropriate procedures for the Protection of Confidentiality, Availability, Privacy, and Integrity of information at SUC. The policy also includes physical security of equipment's where information is processed and stored, sources of maintaining the regular backup to avoid loss of data due to intentional, accidental, or natural causes that may affect the normal functioning of the institution.

### A. RESPONSIBILITY OF MAINTAINING DATA SECURITY

Responsibility of maintaining security of data related to the institution and its stakeholders primarily rests with the Vice Chancellor. The authority to give access to data is with the Vice Chancellor. The Vice Chancellor authorizes the respective Department Heads and the staff involved in operations to have access to the data for the day to day Planning, Executing, Evaluating and reporting the operations.

The custody of data is with the Head of the Department relating to their department and the authority to share the information with the other operational department is limited to the extent of meeting the institutional requirement. This information can be transferred through electronic, verbal or documentary forms.

Certain critical data recording, maintenance, modification requires approval from Vice Chancellor.

### B. ACCESSIBILITY TO THE DATA

Data type	Authority to Maintain data	Authority to access	Authority to approve to access data
<b>Students</b>			
Administrative records	Administration & Examination	1.Vice Chancellor 2. Program Coordinator 3. DYASS & Registrar 4.DIRQAOA 5. Head – Admin & Exam Department and staff of Admin and Examination	Vice Chancellor
Academic records	Administration	1. Vice Chancellor 2. Program Coordinator 3. DYASS & Registrar 4. DIRQAOA	Vice Chancellor



		5. Head – Admin & Exam Department and staff of Admin and Examination	
Financial records	Finance and Administration	1.The Vice Chancellor 2. Program Coordinator 3. Head – Admin & Exam Dept. and department staff 4. Head of Finance and Finance department staff	Vice Chancellor
Faculty and Staff	Human Resources Department	1. Vice Chancellor 2. Program Coordinator 3. Head HR 4. HR department staff	Vice Chancellor
Operational data	Head of Concerned department	1. Vice Chancellor 2. Program Coordinator 3. Head of Concerned department 4. Staff of concerned department	Vice Chancellor
Institutional level data	IRQAOA department	1. Vice Chancellor 2. Program Coordinator 3. DIRQAOA 4. Head-IR 5. AM-QA	Vice Chancellor

*Note: The above data can be accessed by Founder Chairman, COEC, MOHESR officials & their representatives and law enforcing officials upon the permission of Vice Chancellor. Authority to amend data security policy rests with EC.*

### C. METHOD OF KEEPING AND DESTROYING RECORDS

All physical documents related to students are kept in fire-proof cabinets with proper locking system. All documents that need to be destroyed are put through paper shredder.

All students' related data inclusive of academic records is maintained in physical form for a minimum period of 5 years after graduation and there after converted into soft form.

### 7. d. Appropriate Use of Technology Resources.

Policy number	COMP_POLICY_03
Policy name	Appropriate Use of Technology Resources
Policy version	Version 1
Standards applicable	MOE Standard 7: Health, Safety and Environment
Policy owner	Computing Department
Date of recent modification	18 JULY 2019
Verified by	DYASS & REGISTRAR

The Computing Department provides information technology resources at SUC to the students such as portal services and email services. SUC student can use their personal devices like Laptop, iPad, iPhone, Kindle etc. in the SUC campus as per following guide lines.



- A. The SUC will provide assistance to on-campus students connecting personal computers to the SUC campus network.
- B. The SUC will not install operating systems or application software on student systems other than that required to gain access to SUC's networks.
- C. SUC does not take the responsibility of repairing any student-owned equipment, software, or operating system files.
- D. Students are responsible for keeping personal computers virus-free. Students who are knowingly or unknowingly propagating viruses on the SUC network will be disconnected from the network.
- E. Student should not use the external storage media such as USB/CD/DVD/Pen Drive etc. on the SUC network without the approval of concerned faculty member, staff or Computing Department.
- F. Student should not use SUC printing resources from their personal devices such Laptop, iPhone, iPad, Blackberry etc. without approval of Computing Department.

### 7. e. Equipment and Software Technical Support.

<b>Policy number</b>	<b>COMP_POLICY_04</b>
<b>Policy name</b>	Equipment and Software Technical Support
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 7: Health, Safety and Environment
<b>Policy owner</b>	Computing Department
<b>Date of recent modification</b>	18 JULY 2019
<b>Verified by</b>	DYASS & REGISTRAR

#### A. COMPUTER AND NETWORK USAGE POLICY

The purpose of the computer and network usage policy is to plan, implement & maintain IT infrastructure to support the academic and academic support service departments in providing teaching, learning, research and departments to extend services to the SUC community. This usage policy codifies what is considered appropriate usage of computers and networks within SUC and determines the rights and responsibility of the users and the Computing Department.

- i. Procurement of Hardware & Software**  
SUC procures only authorized licensed hardware and software from certified vendors as per the requirements and the directions of strategic plan arising after assessments made at the end of academic year.
- ii. Regulations for using Information Resources**  
SUC community users must respect the rules & regulations of Computing Department in order to optimize the computing services.
  - a. Modification or Removal of IT Equipment**  
Users must not attempt to modify or remove computer equipment, software or peripherals that are installed in the system. Any such attempts will consider breach of regulations and the individual would be subjected to disciplinary action.
  - b. Access and Use of Other's ID**  
All users must use only their personal id and passwords. Any unauthorized means of accessing SUC's computers, networks or other information technology resources is liable for disciplinary action.



**c. Email**

The email services provided by SUC must be used only for official purposes in communicating with faculty, staff & student and external stakeholders. Any misuse of email services by users or sending chain-letters, unsolicited bulk electronic mail either locally or off-campus is prohibited and is considered as breach and strict action may be initiated on the defaulters.

**d. Repro-graphics**

Repro-graphic services are provided to faculty, staff & students to facilitate in accomplishing the academic and academic support service activities. The repro-graphics must be used for all the legal documents. Using repro-graphic services for un-authorized and illegal material is strictly prohibited. SUC users are requested to use eco-friendly approaches while printing and photocopying.

**e. Unauthorized Or Destructive Programs**

All computer users of SUC must not intentionally develop or use programs which may disrupt computer networks. The use of any unauthorized or destructive program may lead to disciplinary action.

**f. Unauthorized Access**

Computer users of SUC must refrain from gaining access to unauthorized information resources which are prohibited by law in UAE. Giving password to others and enabling them to access is considered unauthorized access and such persons will be liable for disciplinary action.

**g. Reporting Problems**

All the users of SUC IT services are responsible to provide information to the computing department regarding the problems encountered with respect to the network, security and other IT services. This will enable to the department to rectify the problems and provide uninterrupted service to the users.

**h. Password Policy**

Users are requested to avoid misuse of personal email id, portal, class room & ERP id. The users are advised to change their password at regular intervals. If the user are not changing the password within 30 days the system will force the user to change the password (Password must be minimum nine characters with first letter capital followed by any four alphabetic and numeric characters each).

**i. Monitoring**

Computing Department technician reserves the right to examine all data stored in the machines with Internet connection to ensure compliance with all regulations and policies. The network / system administrator may review files and communications to maintain system integrity and ensure that students are using the system responsibly.

**j. De-activation of Cyberoam ID**

Computing Department reviews the graduating /cancelled / postponed student list each semester after declaration of results to deactivate the Cyberoam student id which was used to access the internet facility while in the campus. Deleting the id permanently in the system is undertaken once the confirmation is received from the Admin & Examination Department.

**k. Smart Classroom**

The computing department provides smart classroom to enhance e-learning in the classroom. This facility will enable the faculty & students to use the IT resources



effectively in improving the presentation skills and display of information from other sources stored.

**I. Assignment of IP address to faculty, staff & student**

The computing department assigns static IP address to all the staff and faculty members in order to resolve issues which may arise in case of any dispute. Some dynamic IP addresses are also maintained by the computing department for assignment to part time faculty members as per the requirement. For the student's Wi-Fi access dynamic IP address are issued automatically in the Firewall and router.

**B. INTERNET AND WI-FI POLICY**

Faculty, staff and students of the SUC are provided with User ID and password which enables them to access computer resources.

**i. Academic Use**

Internet resources are made available to students to support their studies. It is inappropriate for students to use these resources for personal gains.

**ii. Authorized Access**

Faculty, staff and students are provided with the computer resources. All computers (PC's and Notebooks) in the SUC are interlinked with the Ethernet and / or Wireless Local Area Network (WLAN). The SUC Internet service is accessed via a Cyberoam Firewall, which monitors sites and restricts those which may be in breach of the following rules:

1. Each student can gain access to internet access with data transfer facility to a maximum limit of 20 GB every month for academic purpose. On reaching the maximum limit the student may avail additional data transfer limit with the permission of Head Computing Department.
2. Each user issued with a unique id and password to use internet facility.
3. The students can also access the SUC Wi-Fi network within the campus from their personal Laptops/ iPhone/ iPad/ Tablets etc.
4. Improper use of SUC network by any student will be subjected to the SUC disciplinary action.
5. The SUC management reserves the right to withdraw certain Internet sites and services for any reason and may from time to time gain access to the search history of individual information may be used as evidence in disciplinary or legal proceedings.
6. SUC does not install jammers, robots as per the UAE's internet policy however students are requested to use mobile phones judiciously without disturbing the proceeding of the class / learning environment of the SUC.

**C. STUDENTS INTERNET USAGE**

Internet facility is provided to the students only for educational purpose. The following policy require strict adherence. Any infraction thereof could result in disciplinary action as per SUC policy & such users will be debarred from use of the information technology services of SUC. Unacceptable conduct includes the following and liable for disciplinary action including those are staying in the SUC premises boy's hostel:



Users who engage in:

1. The site falls under the prohibited content categories of the UAE's internet access management policy.
2. Obscene & criminal activities which are against the local laws and abusive in nature to gender, race, religion & community.
3. Misrepresenting themselves or needlessly revealing their email address, personal contact information, financial information or phone / mobile / fax numbers of oneself, fellow students, colleagues or SUC in any of the web registrations, email or chat.
4. Blogging, posting anonymous messages, accessing or exploring on-line locations and instant messaging or downloading any music videos, movie trailers or videos of any type or violating copyright law including unauthorized downloading of software from the Internet, including games, music files or commercial screensavers.
5. Downloading / transmission of any material violating any national or international law or SUC policy, this includes, but is not limited to, copyrighted materials, licensing agreements, threatening materials, materials protected by trade secret or educational material.
6. Commercial activities, productive advertisement, political issues, gambling, coaching, observing or using internet for personal financial or commercial gain or falsifying permission, authorization or identification documents or do commercial activities including purchasing products or services through internet.
7. Intentionally wasting finite resources, e.g., on-line time, unauthorized chatting etc.

#### **D. COMPUTER LAB USAGE POLICY**

The SUC has three computer laboratories with around a total of 122 computers with different configurations to match the requirements of the curriculum. A total of 170 System are managed by Computing Department with the help of technical assistant. All the computers have multimedia with internet facility in the lab and are regularly updated for uninterrupted access by the students.

##### **i. Timings & Access to Computing Labs**

The Computer labs are available for students from 0930hrs to 1330 hrs. and from 1700 hrs. to 2210hrs on working days. The Computer labs are available for access from 0900hrs to 1800 hrs. on Friday and from 0900 hrs. to 1900hrs on Saturday.

##### **ii. Rules and regulations for using SUC computer Lab**

- a. Computer Labs should be used exclusively for the benefit of SUC community to create an environment of learning and speed of services.
- b. All the users should strictly abide by the below specified guidelines
- c. Do not allow his/her id & password to be used by anyone other than Computing Department staff.
- d. Do not damage any of the equipment in the computer
- e. Do not download and store culturally undesired/unwanted files in the system.
- f. Do not modify the configuration of equipment, until the permission of Computing Department staff is obtained.
- g. Do not bring any pirated software and install on any of the workstations in the computer lab.
- h. Do not bring any eatables or drinks inside the computer lab.
- i. Do not use mobile phones inside the computer lab.
- j. The students must comply with the instructions from a member of Computing Department staff.
- k. Uses of mobile phones / smoking are strictly prohibited in computer lab.
- l. Deliberate damage to, or loss of, materials, equipment or furniture is a breach of these regulations, will brought to the notice of Vice Chancellor. Under such circumstances the





student may be required to pay for any damage to the property he/she has caused then they should compensate the SUC for any loss it may have suffered.

*The SUC accepts no responsibility for personal property lost or damaged at the SUC premises, including in computer lab.*

## **E. OFFICE 365 POLICY**

Office 365 includes Office Online and works with Office desktop programs. user can also use Office 365 to share and collaborate with people inside and outside SUC on documents stored in OneDrive. Use Office Online to view and edit Word, Excel, PowerPoint, and OneNote files in a web browser. Store documents in Office 365 and access them seamlessly in Office desktop applications as old as Office 2007. User can stream Office desktop applications to PC/Laptop without a download. Access and edit documents from your phone, tablet, or other mobile device. Collaborate on Word, Excel, PowerPoint, and OneNote files, including simultaneous co-authoring. User are provided with 50 GB storage in Microsoft Office 365 (Mail Exchange 2013) and 25 GB storage in the OneDrive

### **i. Guideline On SUC Network Usage with Student Owned Devices**

#### **a. Acceptable Devices**

Students may access the student wireless network with any device with Wi-Fi (802.11 b/g) connectivity. Students may only access the network with devices that are their own personal property.

#### **b. Content Filtered**

Access through Cyberoam (as per SUC's Internet Access Policy) to the Internet will be provided for student owned devices.

#### **c. Personal Responsibility**

The SUC assumes no responsibility for the loss of, theft of or damage to any personal devices that a student connects to the student wireless network through Wi-Fi, wired or any information on that devices.

#### **d. Security**

1. Students shall not impair the security of the SUC network. This expectation includes but is not limited to:
2. Students are expected to maintain up to date antivirus and antispyware protection on all devices that are connected to the SUC student wireless network. Devices without up to date security programs may be denied access to the network of SUC.
3. Students are expected to safeguard all network passwords. Students should not share network passwords with others and should change passwords every fortnightly. Students are expected to notify to Computing Department immediately if they believe their student account has been compromised.
4. Students are expected to log onto the student wireless network only with their account and not to allow others to use their account.

#### **e. Inappropriate Use**

The SUC network is a shared network where all users are obliged to use the resource responsibly. Students are provided access to the SUC student wireless network through their personal devices primarily for educational purposes only. Incidental personal use of the network is acceptable, but students should not use the network for personal activities that consume significant network bandwidth or for activities that violate SUC policy or UAE law. These include but are not limited to:

1. Students are allowed to use only approved online academic/business games through SUC network.



2. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.
3. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive material.
4. Conducting for-profit business.
5. Using hacking tools on the network or intentionally introducing malicious code into the SUC's network.
6. Conducting any activity that is in violation of SUC policy or UAE law.
7. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing, or attempting to disable or bypass any system monitoring, filtering or other security measures.
8. Accessing or attempting to access material or systems on the network that the student is not authorized to access.

**f. No Expectation of Privacy**

The SUC can and does monitor internet access and activity on the SUC's network, including but not limited to sites visited, content viewed and email sent and received. The SUC may examine a student's personal device and search its contents if there is a reason to believe that SUC policies, regulations, or guidelines regarding access to the network or use of the device have been violated.

**g. Disruptive Activity**

Students should not intentionally interfere with the performance of the student wireless network and the SUC's overall network.

**h. Unauthorized Networks**

Students may not create unauthorized wireless networks to access SUC's student wireless network. This includes establishing wireless access points, wireless routers and open networks on personal devices. Unauthorized copying computer program(s) from the SUC Computer System is prohibited.

**i. Consequences of Inappropriate Use**

Students who misuse SUC's student wireless network will be subject to discipline which may include loss of access to student wireless or all internet access and/or other appropriate disciplinary or legal action in accordance with the SUC Policy.



## MOE STANDARD 8. LEARNING RESOURCE CENTER

### 8. a. LRC/Library Policy, Procedures and Regulations

<b>Policy number</b>	<b>LIBR_POLICY_01</b>
<b>Policy name</b>	Library Policy, Procedures and Regulations
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 8: Learning Resource Centre
<b>Policy owner</b>	Library
<b>Date of recent modification</b>	18 MAY 2020
<b>Verified by</b>	Director-Learning Resources

### A. ACQUISITION PROCEDURES

#### i. ORDERS

- Book Requisition by faculty members may be applied through the portal. The Library Staff Checks the request and searches the OPAC to verify that the library does not hold the title already. If the Library already holds the title, it will be informed to the faculty concerned and his/her request will be eliminated.
- If not the Library Staff searches each 'title in print' to verify the accuracy of the information and the availability of the title in the market. Each order form must include the Title, Author, ISBN number, Edition/year, publisher information and price etc.
- The order forms will be processed by the HOL in consultation with Dean – School of Business and Dean – School of IT and sent to Vice Chancellor for final approval.
- The approved requisition is then processed to obtain quotations from vendors, the vendors are shortlisted and order is placed.

#### ii. RECEIVING AND INVOICING

- The received items are verified for accuracy of shipment. The order card is matched with the item, and a processing slip listing the date received and the price of the item is placed in a pocket with the order card to be given to the Librarian. The item is then received and invoiced in KOHA Software.
- The Acquisitions assistant notes the date received the budget account and the amount to be paid on the invoice and then prepares a Cheque request for the Finance Department. A copy of all documentation is retained for library records.
- The Cheque requests are then given to the Librarian to be entered into the budget spreadsheet.

### B. COLLECTION & DEVELOPMENT

#### i. OBJECTIVES

The primary goal of the Library is to support objectives of SUC.

The objectives of collection development are:

- To support the SUC curriculum
- To strengthen the collection
- To provide services for the research and information needs of the SUC community.

#### ii. SELECTION RESPONSIBILITY

The process of selection, acquisition and organization of library resources is a cooperative venture between the LRDC Committee which comprises of faculty members of different subject areas, Vice Chancellor, Dean - School of Business, Dean- School of IT, Director-



Learning Resources, Subject Experts & the Head Librarian. The requisition of books also may come from the Program Review Committee and the course reports that may require adding, removing, acquiring new reference books, case studies, databases, simulation games, etc. The acquisition process is initiated after the submission of requests by the faculty. The requests are discussed by HOL in the LRDC Committee and finally approved by Vice Chancellor.

### **C. COLLECTION DEVELOPMENT ACTIVITIES**

#### **i. LIBRARY RESOURCE DEVELOPMENT COMMITTEE (LRDC)**

SUC organizes three meetings in a year on semester basis. During the meeting, Members discuss the areas of improvement in the collection development. Members suggest for the library development and HOL will initiate the given suggestions and discuss with Director-Learning Resources and get the approval from the Vice Chancellor. SUC conducts various collection development activities which include organizing and participating in the Book Fairs, receiving input from faculty members and procure various reference titles in order to meet the requirements of strategic plan

#### **ii. LIBRARY RESOURCE PLANNING REVIEW**

Library resources will be maintained as per the Resource Adequacy Feedback (RAF) and the as per the Strategic Plan of SUC

#### **iii. SELECTION CRITERIA**

The following criteria apply to selection of materials (excluding periodicals) for the library collection:

- a. Request for books or learning material from faculty, student, LRDC
- b. Present holdings of books in subject area
- c. Projected number of student for the semester
- d. Number of cycles of lending
- e. Reputation of author and publisher
- f. Availability of online learning resources relevant to the books
- g. Availability and price
- h. Approval by Vice Chancellor

#### **iv. Other guidelines for selection:**

- a. Textbooks are purchased when they have inherent value to the collection as a reference work or authoritative source.
- b. Multiple copies of titles are purchased only when it is appropriate and recommended by Chair-LRDC.
- c. Paperback editions of books are purchased if available.
- d. Materials are selected in a wide range of formats such as hardbound and paperbound print, a variety of electronic formats, audio-visual, etc. When multiple formats are available, the Library avoids duplication in most cases. Decisions on choice of format are based on ease of use, the need for simultaneous users, preservation, storage and price.
- e. Consideration to replace lost or damaged materials is based on availability, significance to the collection and relevancy to the current use.

### **D. BOOKS PROCUREMENT PROCEDURE:**

The Books in print form for Undergraduate programs of School of Business and School of IT will be purchased on the recommendation of the Program Review Committee. The number of copies



procured based on the student's strengths in every semester. The rental books will be used for minimum of four cycles and then it will be changed as per the recommendation received by the Program Review committee subject to the availability of prescribed edition in the market. Reference books will be procured based on the recommendation of RAF, LRDC,-Book Fair and SUC strategic plan.

#### **E. MBA CORETEXT PRINT BOOKS**

Students of Graduate Program (MBA) in School of Business will be given core text of their subjects. A student will be allowed to the class, only if he/she carries the core text books. Students are responsible to collect the Print Books from the library on semester basis. The collection of core text in every semester is compulsory for the students.

#### **F. PERIODICALS**

The Library acknowledges that periodical subscriptions represent an ongoing commitment; therefore, budgeting and selection differ from that involved in purchasing periodicals. The selection of periodical title does involve a prospective longstanding commitment, and because of annual increases in subscription rates, the acquisition of a periodical title receives substantially more consideration than the acquisition of a single periodical.

Some or all of the following criteria are used in evaluating periodical titles for acquisition or cancellation:

- i. Support of present academic curriculum
- ii. Present use of this or other periodicals in a subject area
- iii. Projected future use
- iv. Price, projected availability of funds
- v. Reputation of journal and/or inclusion in a prominent abstracting and indexing source.

#### **G. JOURNALS & MAGAZINES**

The Library also subscribes to several magazines related to different subject areas mainly on global news, trends in Education, Tourism, Business, IT and The selection is done by the LRDC keeping in view the authenticity and popularity of the magazines. The print journals subscription will be reduced from 10 to 6 as per the MOE recommendations.

#### **H. ELECTRONIC RESOURCES**

The Library is well equipped in terms of providing electronic resources in the form of E- journals and electronic databases. The Library has 23 computer terminals especially for electronic resources access and has been named as E- library area. The effectiveness ease of use and multi user access procedure guides the selection, acquisition and maintenance of electronic resources. Electronic resources are provided to support the instructional program and research needs of the SUC community.

The selection of electronic resources is the responsibility of the Head Librarian after the approval of Vice Chancellor in coordination with Dean – School of Business and Dean - School of IT.

The primary criteria for the selection of electronic products are the extent to which it is relevant to the curriculum; improves the overall library collection; and/or enhances the user's access to information. Other factors considered during the selection process are:

- i. Compatibility of the resource with existing hardware and technical support
- ii. Licensing restrictions and costs
- iii. Ease of use
- iv. Multi user quality



- v. Data ownership

## I. ELECTRONIC DATABASES

Electronic databases are evaluated annually paying particular attention to changes in the databases and the needs of the SUC community. SUC Library subscribes to major E-databases like ProQuest, EBook Central, EBSCO and IGI Global besides seven more International Association Membership. The Students, Faculty & Staff will be given orientation to use the above E-databases and Association Memberships.

## J. GIFTS

The Library will accept gifts with the understanding that they will not necessarily be added to the collection. The material will be evaluated by the same standards of the selection as those used in the purchase of new materials. Gifts, which do not comply with the Library's objectives and policies, will be refused. The Library does not set aside special sections for any gift books or accept books on indefinite loan. The Library reserves the right to discard any and all gifted books and journals. The Library accepts donations of materials with the understanding that any materials deemed inappropriate to the collection will be discarded or may be returned to the donor upon request. A gift plate identifying the donor is inserted in gift materials or items purchased with gift funds.

## K. INTELLECTUAL PROPERTY RIGHTS

The SUC Library strictly follows the Intellectual property rights and copyrights of all the materials. SUC Library is following the common guidelines like only 10% of the document or 20 pages whichever is lesser can be allowed for photocopy. Photocopying the entire document or any systematic reproduction, Photocopying of entire journal will be restricted as per the property and copyrights laws.

## L. CENSORSHIP

The selection of library books and materials is based on the library user's right to read and his freedom from censorship by others. Some library materials are controversial and may offend some persons. Selections for the library will not be made on the basis of anticipated approval or disapproval, but rather on the merits of the material in relation to the building of the collection, and to serving the interests of the users and supporting the curriculum.

The Library holds censorship to be a purely individual matter and declares that while anyone is free to reject for himself books and other materials of which he does not approve; he cannot exercise the right of censorship to restrict the freedom of others.

Should a person challenge library materials, he will be expected to complete a request for reconsideration of library resources. Upon completion of this form, the Head-Librarian will make an evaluation of the request.

## M. CATALOGING

The Library collections including print and non-prints are cataloged electronically through the Library Management software using the **Dewey Decimal classification (DDC) system 23rd edition** and subjects heading are given through **Library of Congress Subject Headings(LCSHs) 30<sup>th</sup> edition**. The only exceptions are periodicals, which are arranged in alphabetical order by title. Bibliographic records are exported from KOHA to the **Online public access catalog (OPAC)**, ensuring that the records meet international bibliographic standards. The bibliographic records are available in the **Anglo American Cataloguing Rules II (AACR II)** format and are also available in mnemonics format. All the details are maintained in the **Accession Register**.

### i. DEWEY DECIMAL CLASSIFICATION (DDC) SCHEME EXPLAINED

- a. 000 Computer Science, Information & General Works



- b.100 Philosophy & Psychology
- c. 200 Religion
- d.300 Social Sciences
- e. 400 Language
- f. 500 Science
- g. 600 Technology
- h. 700 Arts & Recreation
- i. 800 Literature
- j. 900 History & Geography

This scheme follows a decatomy hierarchical structure and further each class is divided into 10 subdivisions.

## ii. **OPAC (ONLINE PUBLIC ACCESS CATALOGUE)**

The Library collection is managed through the KOHA online Catalog system known as OPAC or Online public access Catalog. The Library is able to manage its acquisitions, cataloging, circulation and public access using this system. After library materials are cataloged electronically using the online public Access Catalog (OPAC) database, the bibliographic records are exported to website for use by the library users.

The OPAC includes local information for our Library such as barcode number, collection, bibliographical details, call number, copy/volume number, holding library and format type.

## iii. **CATALOGING PROCEDURES: RENTAL AND REFERENCE BOOKS**

- a. All rental and reference books have a barcode with protector tape and RFID Tags are pasted on the back cover.
- b. The Librarians will enter the bibliographic records of the book. A tag is added to the record, which includes barcode number, collection, and call number, volume number, holding library, and price and format type. Barcode labels are printed and pasted for reference books with the accession numbers provided to each book. Whereas for rental collections, the accession number is preceded with RB and pasted. All these entries are automatically added to the record in the OPAC and it is automated through KOHA software.
- c. Before shelving the books in order, tagging and recording in OPAC are essential.

## iv. **CATALOGUING PROCEDURES: SERIALS**

The Serials/Journals details like volume, issue and year are encoded in the KOHA software and the copy of the same are maintained in the Library.

## **N. CIRCULATION**

### **i. Library Use**

The Library is open to the faculty members, staff, students, alumni and outside stakeholders who are engaged in research activities.

#### **a. GENERAL RULES OF THE LIBRARY**

1. Silence should be maintained in the Library.
2. Spitting, smoking and other offensive or objectionable practices are strictly prohibited.
3. Cell phones should be switched off or kept in the silent mode with in Library premises.
4. Student ID Cards should be shown at entrance & also on demand whenever there is a Check.
5. Student ID cards/borrower cards are not transferable. Books are issued against borrower cards only by submitting their ID cards.
6. On completion of course “No dues Certificate” will be issued only on submitting all the materials borrowed from the library.



7. Overdue charges will be collected if book is not returned by due date.
8. If book is lost borrower is responsible to replace the book or pay latest market price. If title is out of print price will be charged as per Library norms.
9. No eatables are allowed in the Library.
10. Violations of Library rules can lead to hefty fines / debarred from Library.
11. Playing games, downloading games, software, music /video files is strictly prohibited in the electronic library area.
12. Library computers are meant for academic purpose only students are allowed to work on their assignments also.

b. **BORROWING PRIVILEGES**

Borrowing privileges are available to SUC faculty, staff and currently enrolled students, as well as alumni and outside members who can avail membership for their research purposes. The SUC provides identity cards to each student which is also used as a membership cards or library cards for issuance/return of books and other materials. The ID card is scanned with barcode technology and the books are issued with the help of Library management software. For the faculty members, staff and others, membership cards are developed through the Library database management software and the same is maintained records.

c. **BORROWER OR LIBRARY MEMBERSHIP CARDS**

Individuals must complete a registration card and update their individual finger print registration or ID card in the KOHA software using the barcode technology in order to borrow materials from the Library. For faculty, staff and currently enrolled students, barcodes are attached to the library system at the beginning of each semester or any other convenient time. The students from the other schools, colleges and universities can use the library resources inside the SUC premises at Free of Cost by submitting their ID proof. Library membership comes at AED 250 annual charges with a security deposit of AED 500 (refundable) if the member wants to check out the materials.

d. **BORROWER CONFIDENTIALITY**

The SUC Library protects the confidentiality of each member. The Library staff shall not disclose any personal or circulation record information regarding any if a book is urgently needed, the staff will make arrangements for making the book available within a reasonable timeframe.

e. **RULE FOR CIRCULATION - STUDENTS**

The number of books to be issued and loan period is classified into 4 broad categories. They are as follows:

1. Undergraduate program (School of Business & School of IT)
  2. Graduate program (School of Business)
  3. Faculty and Staff
  4. Others include CCL students, Alumni and outside members
- Collection of core text books from library is the responsibility of the borrower and no refund of utilization fee will be applicable.

**1. Membership Fees**

The Library fees for SUC student is included in the annual fees as per the institution policies. All library borrowings will come into force after a member pays applicable security deposit which will be refunded at the time of withdrawal of membership or cancellation of the admission after deducting any dues pending against the library.

The outside members will have to pay applicable annual membership with a security deposit of AED 500/= and it has to be renewed each year. The alumni members of SUC can access the library e-resources absolutely free of charge through the portal.





## 2. Membership Forms

Alumni Membership forms are available in the portal and print copies in the library as well.

## 3. Rules for Circulation of Print Materials for students

### 3.1. Core Text

The students can borrow the books as per the courses enrolled and needs to be return as per the deadline received from the Library Department

### 3.2. Reference Books

Students can borrow maximum of 3 books and needs to return as per as per the deadline received from the Library Department.

### 3.3. Study Materials / Kit

Study materials / Kit will be used as per the following guidelines for the short courses;

Category	Membership Type	Maximum No. of study materials	Materials / Duration	No. of Reference Books	Loan Duration
CCL	IATA	1	Sale	2	7 days
ELC	TOEFL	1	Semester	N/A	N/A
	IELTS	2	Sale	N/A	N/A
	PET	1	Sale	N/A	N/A
OTHER	Alumni & others	N/A	N/A	2	7 days

## 4. Rules for Circulation of Non-Print Materials (NPMs)

The students cannot checkout any audio visual materials from the Library. They can use the Audio Visual materials like CDs, DVD, Cassettes materials in the Library with the permission of their respective faculty. Students may use audio-visual materials in the electronic library area of the Library. Materials must be returned to the circulation desk during library hours after use.

## 5. Rules for Circulation for Students

The Students from School of Business and School of IT can receive the Books from the library for every semester basis. Students need to personally visit the library and collect the books. It is mandatory for the students to collect the core text from the library on semester basis.

## 6. Renewals

Users may renew any materials borrowed from the Library provided that no other borrower has made a request for the item. Two renewals will be allowed for any issued reference materials for the period of 7 days. On-campus students must present the book and a current identification card at the Circulation Desk. Requests for renewals by telephone will be accepted only in case of emergencies or mitigation circumstances.

## 7. Late Fines



The Library charges a fine of AED 1/ per day per book as overdue for all the library books from the students.

**8. Penalty for Damages/Lost**

The cases of penalty for any damage or loss of any item will be referred to Head-Librarian for action. In case of the dispute not resolved at this stage will be referred to Director-Learning Resources.

**f. Refund of TOEFL books deposit**

TOEFL books should be returned within 3 months from the date of borrowing. Nonrefundable deposit will be forfeited, in case student fail to do so.

**g. Check in:**

All core text books should be returned as soon as they finish their final exams and the reference books should be returned as per the due date given. It is the sole responsibility of the borrower to check the status of books issuance and return in their library account through Online Public Access Catalogue (OPAC) and immediately contact the library staff for clarification if any.

**h. Forfeit/Debit policy**

The library books should be returned on or before the deadline, failing to do so the total cost of the books will be Forfeited or Debited in their account. If the books are returned in good condition after the debit, 50% of the amount from the total will be refunded.

**i. Fine for lost Books lost fine refund policy**

If the books are lost by the Students, they have to either pay the cost of the books or finance department will debit the amount in their account. This amount is reversible if the books are found and returned after the payment within the semester.

**j. RULE FOR CIRCULATION - FACULTY & STAFF**

The eligibility for full time faculty, part-time faculty and staff members to borrow from Library begins from receiving the intimation about the new member from Human resource department. The faculty members can avail library books by observing the following circulation policy.

**a. Rules for Circulation of Print Materials**

The categories of members and their privileges are as follows:

Category of Faculty & Staff	Max. no. of books	Loan Duration
Full time faculty	10	120 days for core text (15 days for reference books)
Part-time faculty	4 for each course allocated (2 core text & 2 reference books)	120 days for core text (15 days for reference books)
Staff	4	15 days for all books

*Note: All reference print materials including reference books, current issues of periodicals, bound volumes of periodicals, reports, manuals etc. will be issued for fifteen*



*days only. The faculty will have to return the materials before due date in case of demand by any other member of the Library.*

*All core text and reference materials borrowed by the faculty have to be returned to the library at the end of each academic year.*

#### **b. Rules for Circulation of Non-Print Materials (NPMs)**

Non- print materials (NPMs) in the collections of Library include items such as DVDs/CDs/Videos/CDs/ Video Cassettes, Audio Cassettes, Slides etc.

All audio-visual materials will be issued to the faculty for the classroom demonstration only through the computing department who would display the material as per faculty requirement and then return to the Library. Items can be retained for a maximum of seven days only.

#### **c. Renewals of audio / video**

Issued documents and other items are renewable, provided there is no demand for the material by other members. Two renewals are allowed for any issued material.

#### **d. Penalty for Damages/Lost**

The cases of penalty for any damage or loss of any item will be referred to the Head-Librarian for action. The user needs to check the price with the library staff and make the payment in the Finance Department and submit the receipt to the library.

#### **i. NON-CIRCULATING MATERIALS**

Reference books like dictionaries, encyclopedias, atlas, maps etc., are not circulated by the Library.

#### **ii. CLEARANCE FORM**

SUC Library will issue the clearance certificate to any faculty member only after he/she returns the borrowed materials from the Library to all those who leave the organization after returning, replacing or paying for all outstanding print and non-print materials that they have not returned to the Library.

### **O. CONSERVATION, PRESERVATION AND RESTORATION**

Library materials are expensive to purchase, to process, and to house. SUC Library acknowledges the necessity of preserving all holdings. The Librarians will consult with the LRDC to determine what action should be taken with damaged books or other damaged materials. The Librarian will help to determine an emergency plan and oversee the initiation of action should an emergency arise.

#### **i. GENERAL PRINCIPLES**

- a. Care and handling of library materials will be stressed to library employees and library users.
- b. Temperature and humidity controls will be sought for library materials.
- c. Book repair will be provided for materials damaged through rough use, heavy use, or accident.
- d. Binding will be used to preserve periodicals and other materials as needed.



## ii. REPLACEMENT OF LOST, DAMAGED, MISSING AND TORN LIBRARY MATERIALS

### a. Books

The Librarians are responsible for making decisions regarding the replacement of lost, damaged, missing or worn library materials. The librarian will determine whether to replace a specific book or purchase a comparable book guided by the following considerations:

1. Does the material being replaced meet general library collection policy?
2. Does the frequency of use justify replacement?
3. Is the item used for class reserve reading or is it on a faculty recommended reading list?
4. Is the item listed in Books for SUC Libraries or other recommended book lists?

### b. Periodicals

Library staff will identify lost, damaged and missing serials and will take steps to replace these materials. Decisions to replace annual, biennial and irregular serials will be handled according to the policy for monographs described above with the Acquisition Librarian having the responsibility to order replacements.

The following serial items will not be replaced when lost or damaged:

- Newspapers and newsletters
- Titles that are not held permanently
- Titles that are not indexed

Since back issues may be expensive, the decision to replace will be guided by the following considerations:

- Does the material being replaced meet general Library collection policy?
- Does the frequency of use justify replacement?
- Should microforms be purchased rather than replacing paper issue(s)?
- Is the periodical readily available elsewhere, including full-text sources available to Johnston Memorial Library users?
- Does the information in the particular title have lasting value?
- Is the lost or damaged piece more than five years old?

## P. WEEDING OF RESOURCES

### i. Discard Plan

SUC library staff will analyze the existing collections based on the year of publication and physical condition of the print books. The HOL prepares the analysis report and it will be verified by the Dean- School of Business and Dean – School of IT. The outdated materials will be removed from the stock after the approval of LRDC members.

### ii. Reference books:

The Library holdings are evaluated to identify inappropriate or outdated materials. This process is accomplished through a cooperative effort between the Library staff and the academic faculty. Faculty members who are in the LRDC have the responsibility of weeding outdated or inaccurate materials in their area of expertise. The HOL instruct the Library staff and they are responsible for removing multiple copies, multiple editions, outdated materials and worn or damaged materials.

### iii. Rental Books

Rental Books will be weeded out based on the recommendations received from the Program Review committee. Once the new title reviewed and finalized by the program review



committee and it will be sent to Vice Chancellor for the final approval. The Library staff is responsible for eliminating the existing titles.

**iv. BASIC CRITERIA**

The main criterion for discarding books from reference collection is their lack of use. The following factors are also important and are considered by LRDC Committee:

- a. Obsolete and/or inaccurate material
- b. Subject no longer of current interest
- c. Poor physical condition
- d. Old edition is no longer appropriate within current environmental context
- e. Whether the title to be discarded is part of multi-volume set or series

**v. FREQUENCY OF DISCARD**

- a. 2% of stock annually
- b. Dissertations after 3 years of submission
- c. As an ongoing collection management tool for each collection area

**vi. RETENTION**

- a. Seminal works and selected copies of dissertations (approved by the Faculty)
- b. Local study material

**vii. DISPOSAL OF WITHDRAWN STOCK**

- a. Last copies of material in good physical condition are offered to members of the Library
- b. Withdrawn books shall be handed over to any needy universities or institutions or organizations or recycling agencies
- c. Other material may be offered for sale at the Library's discard through exhibition
- d. Material in poor physical condition is disposed

**i. CONSIDERATIONS FOR PERIODICALS**

- a. Incomplete and short runs of a title may be withdrawn particularly when the title is not received currently.
- b. Titles which contain information that is not useful long-term, such as newsletters and trade magazines, usually have automatic discard patterns established such as "latest two years only retained".
- c. Annuals, biennials and regularly updated editions of guidebooks, handbooks, almanacs and directories have a de-selection pattern established depending on the value of the information contained retained in the earlier editions. Often one or two older editions are kept in Reference and/or Circulating collections.
- d. Duplicate issues of journals and magazines are discarded when a volume has been bound.

**Q. PERFORMANCE MEASUREMENT OF LIBRARY**

The Library conducts feedbacks at the end of each academic year regarding utilization, infrastructure and other issues. The feedback report is effective in measurement of the various issues and requirement related to the library. The report of the feedback is evaluated by the LRDC committee and makes it suggestions and recommendations depending upon the findings of feedback.

**R. RESOURCE UTILIZATION BY FACULTY AND STUDENTS**

The Library Performance measured by the utilization of library resources of both Print and Online Resources by the faculty, staff & students. The reports will be displayed at the end of every year to the Academic Support Service Meetings and will be discussed in the LRDC meetings also. The corrective measures will be suggested by the members.



## MOE STANDARD 9. FISCAL RESOURCES, FINANCIAL MANAGEMENT AND BUDGETING

### 9.a. Internal Audit.

<b>Policy number</b>	<b>FINA_POLICY_02</b>
<b>Policy name</b>	Internal Audit Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve an organizations operations. It helps the SUC accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve effectiveness of risk management, control, and governance process.

#### A. Objectives

Internal Audit assists SUC in assessing risks and evaluating the controls designed to address those risks. Internal Audit furnishes management with analysis, recommendations, counsel and information concerning the activities reviewed. The audit objective includes promoting effective control at reasonable costs.

#### B. Scope

The scope of internal audit activity includes examining and evaluating the policies, procedures and systems which are in place to ensure: reliability and integrity of information, compliance with policies, plans, procedures, laws and regulations; safeguarding assets; economical and efficient use of resources; and accomplishment of established objectives and goals for operations or programs. Internal audit also provides special services within the SUC concerning issues related to internal controls, special investigations, and other areas of interest and concern.

#### C. Functions

Functions of the internal audit include:

- i. The primary duty of the Internal Audit department is to develop and implement, on a continuous basis, an internal audit program to check and verify the existence of an adequate internal control system. Internal controls include:
  - a. Internal check, a set of arrangements made so that the work of one person is checked by another person.
  - b. Inspection – a periodic system of examination of processes, approvals, documentations, security controls, accounting, etc to ensure that:
    1. Internal controls are adhered to,
    2. Statutory matters are complied with and
    3. Regulatory controls are observed.
- ii. Examination of financial and operating information including review of means used to identify measure, classify and report such information and specific inquiry into individual items including detailed testing of transactions, balances and procedures.
- iii. Review of the, efficiency and effectiveness of operations including non-financial controls of the company.



- iv. Review of compliance with laws, regulations and other external requirements and with management policies and directives and other internal requirements.
- v. Perform these other functions through internal check arrangements:
  - a. All banking procedures are observed.

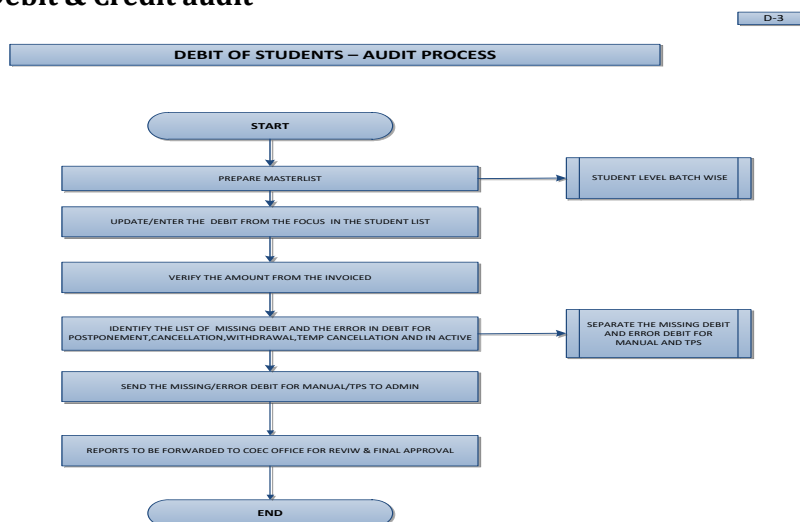
**D. The Standard Procedure for each audit includes the following steps:**

- i. Based on the strategic plan the scope and objectives are defined.
- ii. The department wise auditing of physical assets and the budget to actual variances are conducted.
- iii. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.
- iv. Reporting to the management about the status and unanswered discrepancies.
- v. Key issues and alternative activities are discussed with the management.
- vi. Records are maintained for future review.

**E. Internal audits are categorized into the following:**

- i. **Physical Resource audit**
  - a. Furniture's & Fixtures audit
  - b. IT fixed assets
  - c. Sports fixed assets
  - d. Store Audits
- ii. **Scholarship**
  - a. MOU based scholarships
  - b. Sports scholarships
  - c. Reward ship
  - d. Toppers scholarship
  - e. Need based scholarship
  - f. Fee waiver audit

iii. **Debit & Credit audit**



iv. **Invoice audits**

The finance department conducts audit of the invoices processed after each intake to determine the adequacy and effectiveness of internal control over invoice processing.



v. **Student ledger audit**

A major aspect of auditing involves verifying the accuracy of the student ledgers, which are carried out at the end of each semester. The process includes:

- a. Verify the debits are attached to each student ledger corresponding to the student invoices.
- b. Verify the auxiliary incomes in the student ledger
- c. Verify the debit notes and credit notes passed to each student ledger
- d. Verify the post dated cheques entered in the student ledgers
- e. Verify and confirm the student net balances

vi. **Miscellaneous fee audit**

Steps to be followed for doing the Miscellaneous fees audit:

- a. After completion of month the miscellaneous credit is extracted from Focus Software Management and compared with the debits in Focus & TPS .
- b. To reconcile all credits have corresponding debits
- c. Report to be extracted

vii. **Proforma Invoice And Invoice Audits**

- a. PI's are audited after each intake by verifying the total number of students enrolled into the Enrollment Management System and by verifying the number of actual enrollments imported by Focus Software Management through the Transaction Processing System (TPS). The reports are generated by the TPS, which helps to understand the total conversions.
- b. Invoice Audit, more than correcting errors delivers control, visibility and improved efficiency within operations. After the PI process is complete the Administration Department enrolls the students and each student is attached with an invoice as per his admission status. The relevant fee structures which are attached are used by the TPS for student debits. All the students are initially attached with the normal fee structures and students who are having fee waivers are attached with the discounted fee structures after meeting the admission criteria and criteria pertaining to award of fee structures.
- c. Internal departmental calendars are made which mentions the period the audit has to be performed. After the close of each intake, the TPS generates reports that help us to understand if all the students enrolled have been attached with fee structures.

viii. **Scholarship Audits**

Scholarships are given to various government organizations, schools, clubs, corporates, Non-profit organizations where SUC has signed memorandum. The following steps are to be followed when scholarship audit is conducted:

- a. Relevant documents pertaining to the scholarship is met by the student
  - b. Students submit all the documents within the stipulated time frame
  - c. The scholarship awarded matches the amount in the ERP
  - d. The student meets all criteria if the scholarship is to be credited in student account.
  - e. The scholarship report to be extracted from TPS
  - f. The figures is to be cross tallied with the marketing data .
- F. Students will be required to maintain CGPA of 3.00 to continue to qualify for 50% scholarship and 2.50 to continue to qualify for 25% scholarship. At the end of each semester in any case the student falls below the above mentioned marks respectively the scholarship will be withdrawn for the next semester. Once student recuperate and achieved the required CGPA respectively the scholarship will be reinstated for the upcoming semester.





## G. Audit Timeline

SR	DESCRIPTION	FREQUENCY	PERIOD		RESPONSIBILITY
1	FURNITURES & FIXTURES	TWICE IN A YEAR	FALL	SUMMER	FINANCE EXECUTIVE
2	IT FIXED ASSETS	TWICE IN A YEAR	FALL	SUMMER	FINANCE EXECUTIVE
3	SPORTS EQUIPMENTS	TWICE IN A YEAR	FALL	SUMMER	FINANCE EXECUTIVE
4	INVENTORY AUDIT	TWICE IN A YEAR	FALL	SUMMER	FINANCE EXECUTIVE
5	SCHOLARSHIP AUDIT	THRICE IN A YEAR	FALL	SUMMER	FINANCE EXECUTIVE
6	DEBIT AUDIT	MONTHLY			FINANCE EXECUTIVE
7	STUDENT LEDGER AUDIT	MONTHLY			FINANCE EXECUTIVE
8	MISCELLANEOUS FEE AUDIT	MONTHLY			FINANCE EXECUTIVE
9	INVOICE AUDITS	MONTHLY			FINANCE EXECUTIVE

## H. The Audit Process

Every Month/quarter (list annexed) the internal auditor of SUC carry out a thorough review of all the financial records in relation to the predefined policies and procedures. After all verification is completed, the auditor prepare a report that documents in line with the objectives, procedures and process of plan at the beginning of the academic years and provide recommendation for improvements.

### i. Responsibility and Authority

Approval to Appointment of Internal auditor	Responsibility to furnish records	Responsibility to Submission of Audit reports to EC	Review of financial policies and amendments	Review and necessary action on Internal Audit report
Vice Chancellor	Departments	Internal Auditor	EC	Departments

## I. The Audit Selection Process

### i. Risk Assessment

Risk assessment is the identification and analysis of risks to the achievement of the University's established objectives. It is important that Internal Audit's resources be allocated and priorities established to address areas with the highest risk exposure. The degree of risk associated with an area can be measured in financial terms, in terms of activities that affect the delivery of important services to the University community, in terms of goal importance or activities that are regulated by external bodies.

Risk factors must be considered when prioritizing audits and may include, but are not limited to, complexity and size of the operation, personnel turnover, results of previous audits and laws and regulations. In addition, some areas require more frequent audit or review while others may only need to be reviewed every few years.

### ii. Internal Controls

The existence and effectiveness of internal controls within a department or process is another consideration in the audit selection process. A preliminary step in determining the existence of such controls would include reviewing whether goals and objectives are clearly defined and that actual operations are consistent with those goals.

### iii. Types of Audits

Audit projects can normally be categorized as one of the following:

- Financial Audit* - this type of audit involves a review of a department's records and reports in order to check that financial transactions are properly recorded in the University's financial accounting and reporting system.
- Operational/Process Audit* - this type of audit involves a review of a department's operating processes, procedures and associated internal control activities.



- c. *Compliance Audit* - this type of audit generally involves verification of whether or not the department, area or individual is in compliance with established guidelines (policies, procedures, laws, and regulations). Various programs, contracts and grants have specific rules and regulations that must be followed in order to maintain funding.
- d. *Special Requests (investigative engagements)* - this type of audit is usually requested by management. The purpose is to investigate incidents of possible fraud or misappropriation of assets.
- e. *Multiple Objectives* - this type of audit will be comprised of one or more of the aforementioned audit categories and is often referred to as a department or unit audit.
- f. *Follow-up Engagements* - this type of engagement reviews administration's action plans implemented based on a previous audit or review.

**J. Conducting an Audit**

An audit is normally conducted in four phases and during each phase in the audit process staff from the units involved will have the opportunity to participate. The process works best when management and Internal Audit have a solid working relationship based on clear and ongoing communication.

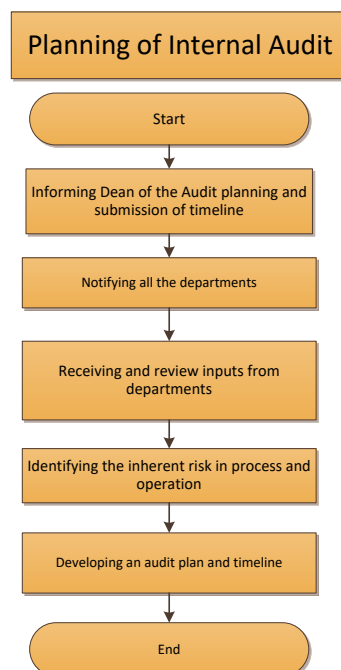
Listed below is the process for the four different phases of an audit.

**i. Planning**

Prior to beginning the audit, Internal Audit Department personnel will gather as much information as possible about the area to be audited. Prior audits, if applicable, would be reviewed and areas of concern would be highlighted.

The responsible Vice Chancellor, would be notified in writing of the audit. The written notification would provide brief information regarding the audit, the time frame for return of the questionnaire and the intent to contact them in the near future to set up the entrance conference.

Audit objectives will be determined and formulated prior to the end of the planning phase. After audit objectives are approved by the Internal Audit Director, a written notification will be sent to the client.



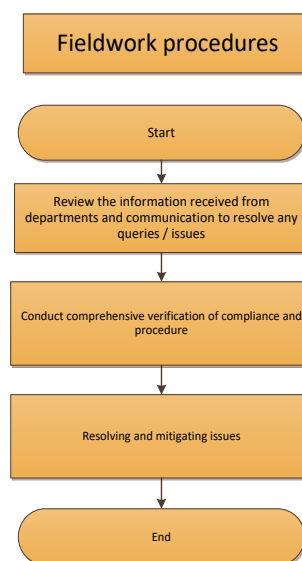
**ii. Fieldwork**

The next phase of the audit process involves gathering information via interviews with key personnel, review of department manuals, policies and procedures, general operations,



etc. This work is tailored to address the audit objectives determined during the planning phase.

When performing tests on items, the Internal Auditor may select audit items via a technique called sampling. Sampling allows the auditor to test attributes and internal controls activities by selecting a sample of transactions from a population of data (e.g., payroll checks, Travel and Business Expense Reports and testing the presence or absence of certain attributes or qualities. For example, a sample of records are selected and tested to see whether or not each contains a signature of approval by an authorized signer. Sampling permits the auditor to review a portion of the total population to determine and express an opinion on whether or not the University is in compliance with policies and procedures, assets are being safeguarded and managed appropriately, or grant sponsor requests are being followed. It allows the auditor to gather evidence that the system of internal controls that has been established is actually in place and functioning appropriately.



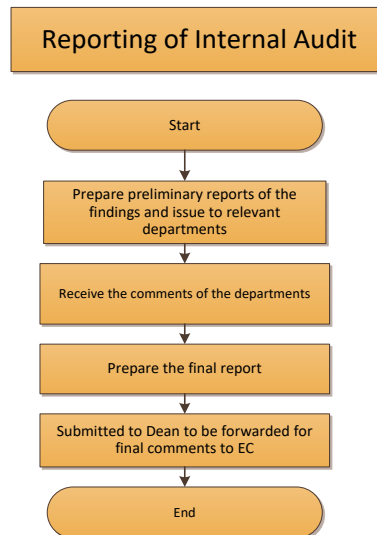
iii. **Reporting**

After technical review, a preliminary draft report is prepared and sent to the client. This report will contain an executive summary letter, introduction, statement of objectives and scope, conclusion and summary, appendices outlining the detail of the reported findings and exhibits as appropriate.

The client will have the opportunity to review the preliminary draft for errors in fact and will be asked to provide a response and corrective action plan to the reported findings.

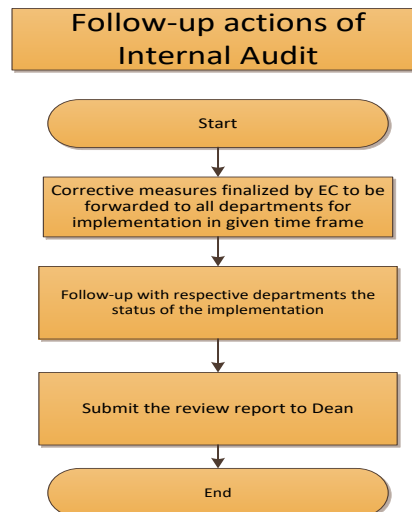
A final draft report containing the client's responses and action plan will then be issued to the Vice Chancellor for review and comment prior to final issuance and distribution.

The final report will be issued to the Board of Governors and other responsible parties.



iv. **Follow-up**

Typically, follow-up activities are scheduled after issuance of the final audit report depending on the significance of the findings noted. Follow-up activities focus primarily on the progress the client is making to correct matters previously reported and any specific instructions received from the University President and Vice President responsible for the area audited. Generally, follow-up report distribution will parallel that of the final audit report.





## 9.b. External Audit.

<b>Policy number</b>	<b>FINA_POLICY_03</b>
<b>Policy name</b>	External Audit Policy
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor

### A. Introduction

The purpose of this policy is to ensure that the external checks are in place to review and verify the implementation of financial policies and the best practices are adhered. The external audit is carried out on quarterly basis to monitor the financial transaction are taking place according to polices and that the risk bearing issues are identified and mitigated at its source.

### B. Appointment Of External Auditor

BOG shall approve a suitable firm to be External Auditor for the financial year. In arriving at this recommendation, BOG shall consider a number of factors including the professional reputation of the firm, audit approach and methodology, qualifications, relevant experience and quality of audit services.

### C. Procedure

Every quarter the auditors visits SUC and carry out a thorough review of all the financial records in relation to the predefined policies and procedures. After all fieldwork is completed, the auditor may prepare a report that documents objectives, procedures, conclusions, and recommendations.

### D. Responsibility and Authority

Table					
Approval to Appointment of external auditors	Appointment of External Audit firm	Responsibility to furnish financial records	Responsibility to Submission of Audit reports to COEC	Review of financial policies and amendments	Review and necessary action on External Audit report
BOG	COEC	Head of Finance Department	External Auditor	EC	BOG

## 9.c. Budgeting.

<b>Policy number</b>	<b>FINA_POLICY_04</b>
<b>Policy name</b>	Budgeting
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor



The budget process is initiated by reviewing the guidelines of Strategic Plan and reviewing the previous year's income and expenditure statements. It also evaluates the market conditions to develop current year budget. The finance department initiates the procedures of preparing the current year budget by inviting departmental requirements. The finance department then compiles short term and long term institutional budget and send to COEC to seek final approval from BOG.

Budgeting forms one of the prime functions of the Finance Department. The financial budget is prepared on the following basis:

**A. Revenue**

- a. Revenues from the existing number of students.
- b. Reserves
- c. Receipts from miscellaneous sources.
- d. Receipts from ELC & CPD

**B. Sponsorships, Donations**

- a. Funds received from charitable institutions towards students scholarships.
- b. Sponsorships, donations received from corporate.

**C. Forecasting**

- a. Review the strategic plan projections.
- b. Review of proposed facilities
- c. Proposed targets for student's enrollments

**D. Preparation Of Overall Budget**

- a. Budgets are prepared based on reviewing the previous year's allocated budgets and utilization
- b. Reviewing projected strategic activities
- c. Projected fee / market trends
- d. Proposed budgets from each department
- e. Inflation rate
- f. Contractual agreements

**E. Allocation Of Funds To Various Departments As Per Proposed Budget**

- a. Academics (Undergraduate and Graduate Program)
- b. Marketing
- c. Human Resources Department
- d. Library
- e. Computing
- f. Administration
- g. Corporate Affairs
- h. Sports
- i. Institutional Research Office
- j. Finance
- k. Centre for Professional Development
- l. Maintenance
- m. English Language Centre
- n. Students services departments

**F. Budget Reviews & Amendments**

The developmental activities and the enrollments for each intake are carefully monitored and suitable amendment is recommended to the Vice Chancellor whereupon ratification is send for approval. The suggestions put forth are based on careful analysis of internal budgets, financial data and enrollments achieved during the intakes. The enrollments are carefully monitored in each enrollments and the variance to the budget are carefully analyzed to make suitable amendments in the existing budget.



## G. Unspent Budget Amount

Departments would not include an unspent balance as a budget category. Any budgeted figure does not have to balance out to zero. The budget should be what is planned to be spent within the year. Thus the unspent amount will not be carried over to the next year budget.

## 9.d. Financial.

<b>Policy number</b>	<b>FINA_POLICY_05</b>
<b>Policy name</b>	Financial
<b>Policy version</b>	Version 2
<b>Standards applicable</b>	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	15 MAY 2020
<b>Verified by</b>	Vice Chancellor

## I. APPROVAL & DELEGATION AUTHORITY

SUC is committed to ensuring strong organizational performance through sound corporate governance practices. Delegation of authority is recognized as a critical component of the framework. Delegation of Authority will support the pursuit of the SUC's functions and strategic priorities as well as the efficient, effective day-to-day management and operation of the SUC.

The VC is empowered with the task of approval of all documents. The VC of SUC is authorized to approve the budget and expenditures less than AED 5000/- and expenditures above AED 5000/- will need to have the approval of the VC. Delegations and approvals related to expenditure of any kind can only be exercised within approved budgets. There is no authority to incur expenditure unless there is an approved source of funds. Any variation from the original approved expenditure must also be approved by the VC provided that the total cost (including the variation) is within the limits of their delegation. If the increased total cost exceeds the limit of the delegate's delegation, then the transaction must be approved by the VC. Any Department or individual who incurs expenditure beyond or without an approved source of funds is accountable for that expenditure. Any contingency or any major expenses are referred to the VC for final approval.

## II. PROCEDURE FOR AMENDMENT IN POLICIES & PROCEDURES

Any proposal for amendment shall be submitted to the VC through the Heads of Departments. This will normally be given in form of revised procedures to replace the existing procedure in the manual.

Subject to approval, amendment can be effected to reflect the business dynamics and/or economic realities without any prejudice to the objective of the manual.

### i. Review Of Existing Policy & Procedures

Policies and procedures of SUC are reviewed on a regular basis. The review cycle may vary depending on the policy type and its scope. Review dates are set to allow adequate time for revision and approvals processes.

### ii. Procedure for development Of New Policies

The need for new policy and / or procedures may be initiated by the departments based on:

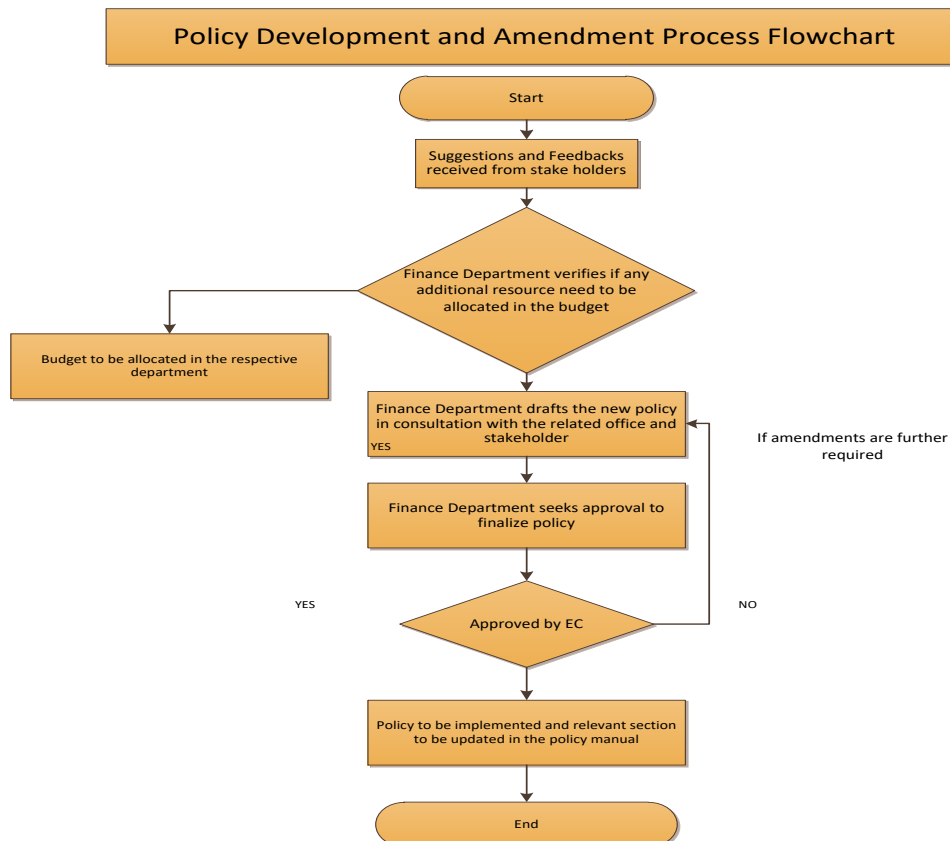
1. Changes to external operating environment
2. Review of strategic directions of the institution



### iii. Amendment To Existing Policies

If an existing policy does not meet the best practice guidelines or if there are new risks that the policy should address, the policy is subject to amendment within the guidelines of SUC. The new changes are first ratified then approved by the VC after which it is amended and disseminated to the concerned departments and individuals.

#### Process flow:



### iv. Fee Structure, Review And Amendments

SUC policy with regards to the Tuition Fee and other miscellaneous Fee is implemented after the approval from Board of Governors, the board approves the changes in accordance with the Strategic Plan to enable SUC to manage its financial resources effectively and plan development and strategic initiatives to provide quality education.

Tuition Fee charged per credit remains the same for the students once they register with SUC however, the students should continue and complete the program without any postponement or break in between. If student postpones officially for one semester only, then the tuition fee remains the same. Non-attendance beyond one semester will be considered as new admission and published Tuition Fee for the new admissions will be applicable. Tuition Fee is subject to change annually and will be applicable for new admissions only.

Miscellaneous & Additional Fee is subject to change annually and becomes applicable from the start of New Academic Year for continuing and new students, in which case the details





will be published by the Finance Department before the start of each Academic Year. The changes in the Miscellaneous & Additional Fee changes will be communicated to students through their emails, published on the website, catalog, notice board and student handbook well in advance. Students are required to take note of such changes and clarify if needed.

**v. Statement Of Account**

Student's statements of account are uploaded in the portal at the end of every semester. Students can also request for statements by applying online through their online portal services.

**vi. Invoicing Of Students**

On completing all admission formalities the students are issued fee invoices for the total amount payable. The invoice will reflect the transfer of credit amount, any fee waivers applicable to the student which is deducted from the total fees. Students whose admission formalities are not completed will not be eligible for the fee waiver. On completing the admission formalities a revised invoice will be issued to the student by the Administration Department.

Changes in invoices happens when students deviates from his actual progression and has a break in his continuation of study due to postponement of studies. A revised invoice is generated indicating the revised graduation plan.

Additional invoices are generated by the Administration Department for students incurring miscellaneous charges like repeating courses, hostel fees.

**vii. Review of Chart of Accounts**

The chart of accounts is a listing of all accounts used in the general ledger. The chart is used by the FOCUS software to aggregate information into an entity's financial statements. Chart of Accounts are reviewed before the start of each academic year to:

- i. Locate any inconsistencies
- ii. Verify that similar types of accounts are set up for financial consolidations to function properly
- iii. Determine which object account numbers are available (unused) if you need to add new accounts

**A. TRANSACTION PROCESSING SYSTEM (TPS)- PROCEDURES**

The transaction processing system in the ERP handles the financial aspect of the department where it interfaces with the financial software. The modules which is in the TPS are:

- i. Creation of fee structures for School of Business (BBA & MBA), School of IT( BSIT), ELC, CPD and Miscellaneous Fees
- ii. Monthly auto debiting of students from Admin department
- iii. PI approval process
- iv. Invoice generation
- v. Fee waiver approval
- vi. Processing of refunds for cancelled students
- vii. Processing of cancellation, postponements, temporary cancellation
- viii. Scholarship Reports
- ix. Invoice verification reports

**A. Creation of fee structures**

- i. New fee structures are created in the module on the approval of the fee structures from the VC office. Different fee structures for School of Business, School of IT, ELC fees, CPD fees and miscellaneous fee structures are fed into the TPS. Fee structure comprises of the below mentioned categories:



After the fee structure entries are completed the audit trail and the summary sheets are extracted to check on errors and the fee structures are uploaded in the system for integration into the EMS-CMS and Admin module.

**B. Pro-forma Invoice approval process**

When and admission is done in the EMS-CMS module the marketing department inputs the amount which is to be collected from the applicant. The data is pushed into the TPS integration channel where the data is further extracted into the Finance accounting software. The initial admission fee along with other miscellaneous fees is collected from the applicant.

**C. TOC invoice generation**

TOC students invoice is generated from the TPS by feeding the below mentioned data:

- i. Select the student granted TOC
- ii. Input the number of TOC granted for the student (the TOC amount will automatically appear)
- iii. Select the start date and end date of the applicant
- iv. Enter the amount paid by the student till the date of entry
- v. TPS generates the invoice
- vi. Verify the invoice for any errors
- vii. Forward the invoice to the Administration Department.

**D. Monthly auto debiting of students from Admin department**

Students whose admissions are processed through the TPS will have the invoice attached to their profile and based on the fee structure the monthly debits are generated by the TPS and the data is extracted into the financial accounting software.

**E. Fee waiver approval**

All fee waivers granted to the student at the time of admission will be approved from the TPS. The following criteria are checked by the finance department:

- i. The files of the student are transferred to the students.
- ii. The files are checked for the endorsement letters from the place of work.
- iii. The categories of the fee waiver are checked.
- iv. Files are approved and returned to Administration Department

**F. Refund processing for cancelled students**

The refunds of admission and other fees for the newly enrolled students are processed through the TPS. The procedures to be followed are;

- i. Marketing Dept. does the process of the new student's cancellation in EMS-CMS.
- ii. The data is pushed to TPS and the cancellation amount due if any is calculated by the TPS.
- iii. The cancellation and form and refund form is printed and forwarded for approval



## 9.e. Purchasing and Inventory Control.

<b>Policy number</b>	<b>FINA_POLICY_06</b>
<b>Policy name</b>	Purchasing and Inventory Control
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor

The policy guidelines set forth in this document are intended to ensure compliance with the guidelines set by SUC for all authorized purchases.

These guidelines are not intended to supersede or invalidate requirements or restrictions that may be in effect in individual departments, provided they are within the SUC guidelines. Each purchaser needs to be aware of his or her department's policy restrictions regarding purchases.

### A. **Purchasing Department Authority**

Purchasing authority is granted by the Management to the Office of Finance, and then delegated to the Purchasing Department.

### B. **Conflict Of Interest**

It is the responsibility of each member of the SUC staff and the Purchasing Department to assure that the SUC does not knowingly enter into any purchase commitment that could result in a conflict of interest. The Purchasing Department will refer questionable situations to the Management of SUC.

### C. **Personal Purchases**

The Purchasing Department does not enter into any negotiation or become involved in any transaction for purchases of a personal nature for the SUC staff. The Purchasing Department may question requisitioned items that seem to be of a personal nature or an inappropriate expense against SUC fund.

### D. **Ethics**

All Purchasing Department employees, and all other personnel authorized to conduct purchasing activities, must adhere to the principles and standards of SUC. Each employee involved in the expenditure of SUC fund is held to the highest degree of public trust and will abide by the following:

- i. Give first consideration to the objectives and policies of SUC.
- ii. Strive to obtain the maximum value for each amount of expenditure.
- iii. Decline personal gifts or gratuities.
- iv. Grant all competitive suppliers equal consideration.
- v. Conduct business with potential and current suppliers in an atmosphere of good faith, devoid of intentional misrepresentation.
- vi. Demand honesty in sales representation whether offered through the medium of a verbal or written statement, an advertisement or a sample of the product.



- vii. Receive consent of originator of proprietary ideas and designs before using them for competitive purchasing purposes.
- viii. Make every reasonable effort to negotiate an equitable and mutually agreeable settlement of any controversy with a supplier; and/or be willing to submit any major controversies to arbitration or other third party review, insofar as the established policies of my College permit.
- ix. Accord a prompt and courteous reception insofar as conditions permit to all who call on legitimate business missions.
- x. Cooperate with trade, industrial and professional associations, and with governmental and private agencies for the purposes of promoting and developing sound business methods.
- xi. Foster fair, ethical, and legal trade practices.

**E. Special Approvals / Review**

The following purchases require the additional approval of the individuals and areas noted, and must be processed through the Purchasing Department:

- i. Advertising: Vice Chancellor
- ii. Equipment Leasing: HOF
- iii. Insurance: HOF
- iv. Office Equipment (copiers, computers): Head – IT Dept.
- v. Painting Services and Renovations involving Painting Services: HOF & Maintenance Dept.
- vi. Repair, Renovation and Construction: Vice Chancellor
- vii. Purchase of Library Books: Vice Chancellor & Head of Library

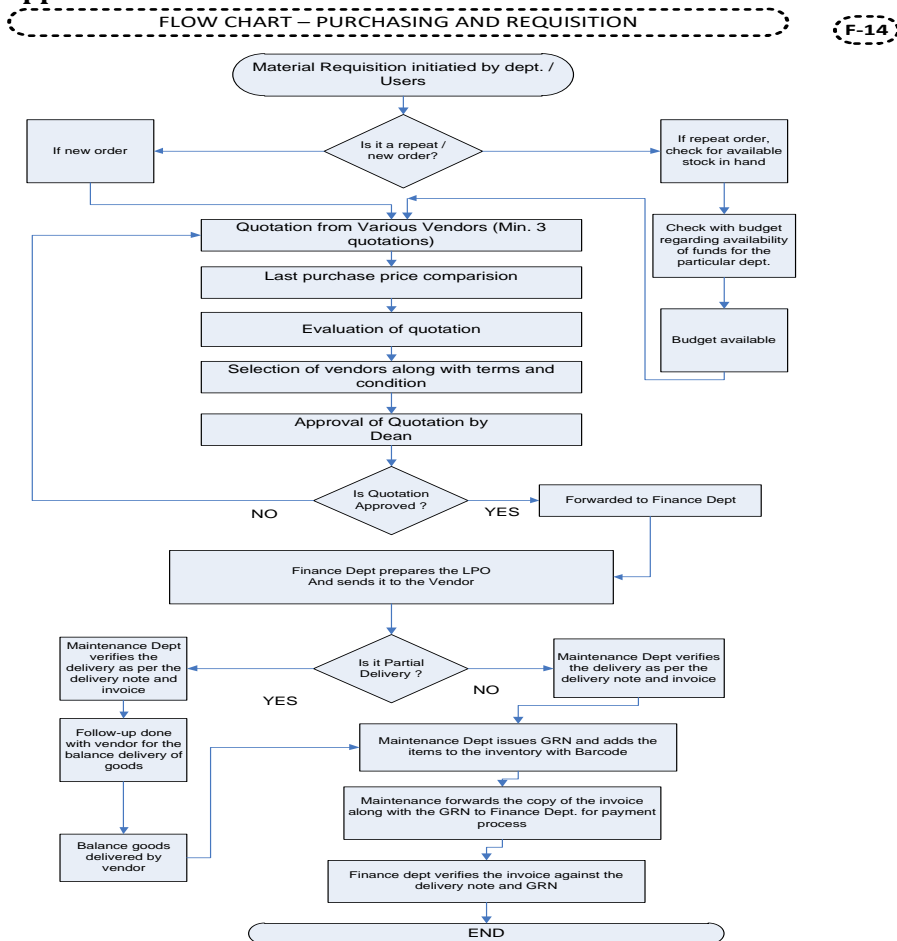
**F. Emergency Purchase Order**

The justification for emergency procurement is based on a time sensitive project or purchase. A delay in the issuance of an emergency purchase order would have adverse consequences to essential daily operations, special events, health, safety, and/or environmental issues. This ordering venue should be reserved for true emergencies with potential for additional damages or expenses such as burst pipes or breakages. Emergency orders:

- 1. Require a requisition sent to the Purchasing Department;
- 2. Are usually placed with the supplier via a verbal purchase order;
- 3. Are followed by written confirmation to the supplier with purchase order



## G. Approval Process



## H. Procurement Policy

### i. Introduction

The Procurement policy of SUC is aimed at achieving effective operations. It manages the purchase requirements of all departments by a well-defined system of requisition, purchasing, receiving, payments, maintaining and supplying the inventories as and when required.

### ii. Procurement Of Policy Framework

Procurement policy is aimed at meeting the requirement of strategic plan and annual plans to facilitate the departments achieve planned activities during the academic year. The objective of the policy is to optimize the utilization of resources without affecting the operations.

### iii. Procurement Process

#### a. Requisitioning

Requests for supplies, materials, equipment and services are to be submitted by the academics and academic support services departments initiating the request.

The following procedures are to be followed to complete and process a Requisition

1. Complete purchase requisition online by specifying the items desired with the estimated cost.
2. Select a vendor, based on vendor selection process



3. Selected vendor should be reliable and capable of meeting the requirements with facility of after Sales Service wherever required.
4. Get approval of the Requisition

b. **Review of Requisition**

1. Level of stock available
2. List of vendors and requests for quotation
3. Compare the quotation for quality and price as per previous purchase
4. Appropriate quotation along with requisition is approved against the budget
5. Necessary approvals and preparation of purchase order

iv. **Processing Of Purchase Order**

After the approval of requisition the online purchase order is generated. The Purchase Order serves as the official authorization of the SUC to make a purchase. Process of issuing the purchase and maintaining proper record of accounts shall be as per the process established by the Finance department.

v. **Contingency Purchasing**

Contingency purchases are made outside the regular purchasing procedures as requested by the departments in cases of urgent requirements as per the situation which may cause operational hindrances and long term financial losses. For contingency purchases the written/verbal request for the purchases needs to be made and the reasons for it. Later the detailed reasons for such purchases must be sent to the finance department for records.

vi. **Receipt Of Supplies, Materials Or Equipment**

Supplies, materials and equipment purchased against LPO by SUC are generally received by the maintenance department. As items are received, it is the responsibility of the department to note the date on which the goods were received, and other information that applies to the particular shipment and to forward this information to the Finance department. On receipt of the materials the purchase vouchers are entered in the system and maintenance department ensures that The payments are made by the finance department only after the goods received are in good condition are recorded in books of inventory specifying the quantity and quality specified in the LPO. All the assets and equipment's are properly bar coded for further verification. The supplies, materials or equipment to be accepted by the Requisitioning Departments as per the specifications mentioned in the Purchase Order.

vii. **Payment To Creditors**

All payments to the vendors/suppliers are made against invoices corresponding to the LPO by the finance department only. The payments are made in cheque as per the procedure established by the finance department after verification by the head of the requisitioning department on the receipt of good as per the LPO specification.



## 9.f. Cash Management.

<b>Policy number</b>	<b>FINA_POLICY_07</b>
<b>Policy name</b>	Cash Management
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor

This section is responsible for managing the revenue SUC. The revenue management activities are largely focused on receiving fees, fund raising activities and any other sources of collection of funds by SUC.

BOG authorizes Finance department to be the custodian of all financial transactions of the institution and enables the department to manage the financial flows and assess all risks associated with it.

For SUC the main source of revenue generation is the collection of tuition fees for all the programs conducted, it also includes the incomes from auxiliary services and revenue generated from short courses.

### A. Cash Management

#### i. Collections and Cash

The revenue and fund collections are the sole responsibility of the Finance Department. Collections are made by persons authorized by finance department should deposit the collections on day to day basis.

All the receipts by the cashier are accounted in the accounting software indicating clearly the source of receipts. The department manages SUC revenue, bank transactions, and records and safeguards the interest of SUC through evaluating risk management and judiciously handling financial resources of the institution.

#### ii. Functions Of Cashier

The main functions of cashier are:

- a. Identify the purpose for which the amount is collected.
- b. Identify the purpose for which the amount is paid.
- c. Cash received at the counter has to be verified in the cash counting machine for counterfeits.
- d. For every inward / outward transaction appropriate vouchers are raised with proper details.
- e. Reconciling the receipts / payments with cash and Cheques.
- f. Prepare daily cash / bank reports
- g. Daily cash receipts / collection of Cheques are deposited in the bank the next working day.
- h. Recording daily transactions in the accounting software.
- i. Prepare daily cash transaction report to be
- j. Preparing monthly, quarterly and yearly collection reports.

#### iii. Process For Collecting Cash

- a. The cashier collects the full payments as per the debit note or the voucher.
- b. If part payment is collected from the student the cashier has to obtain prior authorization from the HOD.



- c. The cashier is solely responsible for verifying, reconciling of all the cash / bank transactions in the day and discrepancies between the total amounts are to be rectified.
- iv. **Depositing of Cash**
- a. The cashier has to take approval from the Head of the Department for making any deposit of cash into the bank.
- b. The steps to be followed for depositing cash are:
1. The amount of cash to be deposited is to be entered in the deposit form and cash deposited needs to be re-verified by the person taking the cash.
  2. Security to be provided to the personnel taking cash for deposits.
  3. After making the deposit the acknowledged deposit form to be returned to the cashier
  4. The cashier makes necessary entry in the Focus Accounting Software.
- v. **Process For Collecting Cheques**
- a. The cashier has to verify that Cheques received are in account payee form addressed to "Skyline University College".
- b. The cashier has to verify the amount in words and figures.
- c. Ensure the cheques are signed.
- d. The cashier can accept only cheques which are dated for the month and to receive any postdated cheques the cashier needs to take approval from HOD.
- e. The cashier has to accept cheques with full payment and If part payment cheques are presented the cashier has to obtain prior approval from the HOD.
- f. All cheques received the details of the student / payer must be mentioned at the back of the cheque. (SUC Bank A/c No. /Student ID No. / Contact Nos.).
- g. The voucher entry for cheques received should be posted only after realization in the bank.
- vi. **Precautions For Accepting Cheques**
- a. Accept cheques from the students who do not have previous history of bounced cheques.
- b. Verify that the student is not included in the most recent returned cheque list.
- c. If the payer is listed in the returned cheque list, do not accept the cheque.
- vii. **Depositing of Cheques**
- a. Depositing of daily cheques should be done in the Panini online cheque deposit machines
- b. Log of all cheques deposited should be recorded
- c. Cheques that are cleared in the bank should be couriered to the bank within 2 working days.
- d. Cheques which are not cleared should be retained in finance department and necessary entries to be passed in the Focus management software.
- viii. **Cheque Return Procedures**
- a. On receiving the cheque return notification from the bank the payer is contacted to clear the outstanding payments.
- b. On receipt of the return cheque the details are posted in the respective student ledger and the payer will be listed in the defaulters list.
- c. A Penalty of AED500/- are charged to the student for bounced cheques.
- d. The student is given a maximum of two weeks to clear the return cheque amount failing which the names are forwarded to the Administration department / Students department for further action.
- e. If the payment vide cheque is already credited in the student account and the cheque is bounced then reverse the entry to the debit account of the student along with the cheque return charges.
- f. Once collection is received against the bounced cheque along with the penalty, the returned cheque is handed over to the payer.
- g. If the return cheque is unpaid for a period of more than three months, the cheque has to be referred to the legal authorities.

## **B. Revenue Collections**





All revenue collections in SUC are in the form of cash, Cheques, Online Payment, Bank transfers and payment made through Credit & Debit cards.

i. **Receipting**

The Cashier is responsible for the collection and receipting of University revenue. Cash receipting procedures are in place to ensure that all University monies are accurately collected, recorded and banked. Examples of cash receipts include:

- a. Tuition fee
- b. Miscellaneous fees
- c. Bookshop
- d. Reprographics
- e. Library Fines
- f. Student Transport fees
- g. Facility hire fees

ii. **Invoicing**

An invoice is raised to recover dues from students / external organizations in return for goods or services which have been provided by the University.

Invoices are raised for a wide variety of goods and services including:-

- a. Invoice for student tuition fees to Government Departments / Banks / Charitable Organizations
- b. Consulting Services
- c. Rental of Premises
- d. Hiring facilities of Playgrounds

iii. **Admission and Tuition Fees**

- a. Admission fee is collected at the time of admission of a student into SUC as per the published fee structure.
- b. An initial pro-forma invoice is generated by the ERP (EMS-CMS) at the time of admission where the initial charges are debited for the student.
- c. After registration, tuition fee is collected as per the fee payment plan which is generated by the ERP.
- d. The administration department issues the invoice to the student after verification of the invoice by the finance department.
- e. The student will be eligible for fee waivers and discounts as per the admission / placement requirements. The student with fee waivers are required to adhere to the normal fee payment plan till the admission criteria's are completed.
- f. Once a fee plan is issued it becomes the responsibility of the student to make the payment in total to be eligible for receiving the degree.
- g. The finance department relies on debit note raised by the ERP and the Administration Department on a monthly/semester basis and continues till the student is graduated or cancels and exits SUC.

iv. **Short Course Fees**

The Finance Department is also entrusted to collect fees for the short courses conducted by the SUC. The collection of fees in this case is also based on the debit notes raised by the ERP.

v. **Collection Of Security And Refundable Deposits**

The finance department is also entrusted to collect refundable deposits from the students and use these funds as security deposits till the student is pursuing academic programs in the institution. Following are the categories where deposits are collected from students.

- a. Passport guarantee
- b. Hostel Deposits
- c. Library Deposits for Alumni students



The deposits are refunded to the students after fulfilling all obligations, in case the obligations are not fulfilled the deposit shall be adjusted against the outstanding fees due to the institution in part or full.

vi. **Safeguarding of Funds**

All revenue collection in any form is maintained in a secured place (Fire proof Cabinet) at all times. Only those persons authorized to receive cash have access to such cash during the business day. Cash receipts not deposited during the business day are to be stored in the SUC's Fire Proof Safe in the Finance Department.

vii. **Reconciliation Of Accounts And Banks**

- a. The process of comparing information that exists in two systems or locations, analyzing differences and making corrections so that the information is accurate, complete and consistent in both systems or locations.
- b. The cashier should ensure that the receipts are generated into the corresponding student's ledger.
- c. This process should be done before the student leaves the cashier's counter, thus the process of reconciliation will be completed. The bank accounts must be reconciled with the bank statements with the cheques and cash deposited to verify any discrepancies.
- d. Reconciliation of the debits which are done by the ERP and the Administration Department is verified and reports are generated for further audits by the internal and external auditor.
- e. Reconciliation of revenue is done on daily basis by tallying the cash received, the credit card receipts are tallied with the summary reports generated from POS machines and the cheques are physically verified with the bank ledger.
- f. Student ledgers are verified and reconciled with the daily summary list.

ix. **Facilitating Internal & External Audit**

The finance department is responsible for keeping the books of accounts, revenue and payment vouchers ready for internal and external audit.

Internal audit are carried out on a monthly basis and the external audits are carried out by the external auditor on quarterly basis.

x. **Revenue Reporting**

The Finance department provides periodic financial reports pertaining to the financial performance. Revenue reports forms part of the financial disclosures done on monthly and quarterly basis with analysis. Reports which are submitted by the department include:

- a. Operating revenue from tuition fees
- b. Operating revenue from auxiliary enterprises

xi. **Dissemination of reports**

The reports generated by the finance department gives a clear picture of the financial position of SUC in terms of actual income, statement of cash flows and variances with respect to the organization as a whole and departments in specific.

The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.



## 9.g. Financial Risk Management.

<b>Policy number</b>	<b>FINA_POLICY_08</b>
<b>Policy name</b>	Financial Risk Management.
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor

### A. INTRODUCTION

As an Educational institution SUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University's strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such risks SUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

### B. RISK STATEMENT:

SUC believes that risk management is fundamental to a progressive management practice and is a means to ensure good governance and smooth operations at all levels keeping the risks under control. This enables the University College to achieve its strategic objectives. Risk management policy is useful in identifying the risks, its likelihood and impact and based on that risks are evaluated and necessary preventive and corrective measures are initiated.

### C. PURPOSE

Risk management policy of SUC is a formal commitment to manage risks. The aim of the policy is to minimize a risk to the people, process, premises, infrastructure and risks from the environment. In this direction efforts to minimize risks and safeguard the interests of stakeholder's is kept in mind.

### D. RISK DEFINED IN SUC

Risk is defined as any event that has a potential to disrupt the normal operations, processes, cause damage to property, assets, fixtures and furnishings, equipment that does not allow SUC to carry out its functioning to attain its goals and objectives over a period of time. It also includes the shortfall in enrollments and employees, financial and resource inadequacies that hampers the accomplishment of its mission and vision.

The risks arising from natural and physical environment can only be mitigated by creating awareness and providing necessary warning systems. Risks also arise from uncertainties in the socio - politico - economic environment impact businesses and will have an influence on the education sector too. In order to mitigate the risks from environment, socio-political conditions and from competitors; continuous process of evaluation of the hazards arising out of environment, equipment, furnishing and facilities, policies, processes and macro environment; it is essential to be prepared to face any eventuality and find alternative strategies to fulfill the university mission in a long run. It is required that all departments compile a risk report based on issues that needs



to be addressed for effective risk mitigation within their purview so that a detailed risk report is regularly submitted for review and necessary improvements based on the recommendations by the review committee.

**E. KEY TERMS DEFINITION:**

- i. **Hazard/ Aspect:** Anything with the potential to cause harm, loss or damage to human, the environment or SUC property and assets which hampers the functioning of the institution
- ii. **Risk/ Impact:** Is the potential harm that causes loss or damage to the assets and stakeholders and may lead to inability of SUC to achieve its mission and objectives.
- iii. **Risk/ Impact Assessment:** It is a process of measuring the likelihood and the extent of damage to determine the severity of harm. (*loss or damage X Likelihood of its occurrence*)
- iv. **Control Measures:** Necessary means to mitigate and reduce the impact of risks on the human health and safety and the environment for sustainability. The measures, precautions and procedures undertaken and implemented in order to control and handle all potential risks/ impacts is the policy frame for controlling risks. The purpose of the control measures are to identify and evaluate to reduce, eliminate or mitigate risks associated with preserving human health and safety.

**IDENTIFIED POTENTIAL RISKS RELATED TO FINANCE DEPARTMENT**

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
Financial	Insufficient revenue generation	Shortage of funds and issues in institutional operations	1	3	3	Ensure proper auditing of balance sheet	Semester	Head of Finance
	Increasing fee outstanding		4	3	12	Regular monitoring of outstanding payments and necessary follow-ups to be done	Semester	Head of Finance
	Non-timely reporting of financial status	Improper financial decisions	2	3	6	Ensure report submission as per calendar	Semester	Head of Finance
	Improper recording of transactions	Non-Compliance to VAT	5	2	10	Ensure proper auditing of transactions	Semester	Head of Finance



	Errors in reconciliations	Auditing issues	5	2	10	Ensure proper auditing of reconciliations	Semester	Head of Finance
	Errors in payments and collections	Impact on cost and revenue	4	2	8	Ensure proper auditing	Semester	Head of Finance
	Allocation of insufficient budget	Issues in operations	1	3	3	Ensure budget allocations based past expense analysis and estimated cost for future needs of the institution based on strategic plan	Semester	Head of Finance and Heads of Department
	Insufficient allocation for safety & security equipment	Increase in losses and damages to resources, people and the assets	1	3	3	Allocate appropriate funds after carefully reviewing the requirement of safety & security equipment in the institution and finding their estimated costs	Semester	Head of Finance



## 9.h. Auxiliary Enterprises.

<b>Policy number</b>	<b>FINA_POLICY_09</b>
<b>Policy name</b>	Auxiliary Enterprises
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 9: Fiscal Resources, Financial Management and Budgeting
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor

Auxiliary enterprises are self-supporting activities which provide non-instructional support in the form of goods and services upon payment of a specific cost. Auxiliary Enterprises generate revenue and have physical spaces specifically dedicated and assigned to their operations. They have different operating ledgers in the accounting software and have their rates set and approved. The auxiliary activities at SUC include:

- A. Outsourcing Of Cafeteria
- B. Sale of Books,
- C. Transport Services
- D. Hostel Accommodation,
- E. Rental of Playground
- F. Rental of College Premises
- G. Reprographic Services
- H. Sponsorships for Events
- I. Donations Received from Corporate
- J. Playground Revenue

1. Each auxiliary enterprise will be accounted for separately on the accrual basis, (i.e., revenue is recorded when earned and expenses recorded when incurred), regardless of when, whether, or how much cash has been received or paid.
2. Each auxiliary enterprise will normally establish an auxiliary fund balance which may be used for purposes as instructed by the management.
3. Each auxiliary enterprise's auxiliary fund balance will retain its separate accounting identity and will be reported separately.



## MOE STANDARD 10. LEGAL COMPLIANCE AND PUBLIC DISCLOSURE

### 10. a. Conflict of Interest.

<b>Policy number</b>	<b>HUMR_POLICY_16</b>
<b>Policy name</b>	Conflict of Interest
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 10: Legal Compliance and Public Disclosure
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

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

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

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

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



## 10. b. Anti-Corruption and Bribery.

<b>Policy number</b>	<b>FINA_POLICY_10</b>
<b>Policy name</b>	Anti-Corruption and Bribery
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 10: Legal Compliance and Public Disclosure
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor

### A. INTRODUCTION

The purpose of this policy is to fight and prevent corruption and bribery in all its forms and to ensure that members of SUC conduct business in an ethical manner and adhere to the requirements of all applicable anti-bribery laws and best practices. SUC has a reputation for honesty and integration in management practices and in its business transactions that it wishes to maintain. This policy will comply with anticorruption and bribery laws wherever it does business as per the United Arab Emirates Law.

### B. SCOPE

This policy applies to all members of SUC Community, wherever located, with respect to their activities for or on behalf of SUC or otherwise in connection with SUC activities.

### C. PROCEDURES FOR IMPLEMENTATION

#### A. Providing or Receiving Gifts/Favors:

Providing Gifts/Favors to, and receiving Gifts/Favors from, Third Parties on behalf of SUC can play an important role in strengthening relationships and promoting the educational and research mission of SUC. However, the provision or receipt of Gifts/Favors that are excessive or inappropriate may create the appearance of impropriety or violate anti-bribery laws.

The principal guide in providing or receiving Gifts/Favors is a rule of reasonableness. These practices vary among cultures and what may be normal or acceptable in one culture may not be normal or acceptable in another. Members of the University should always consider whether a Gift/Favor is reasonable and justifiable, taking into account all relevant circumstances, including the intentions of the parties and whether they or their colleagues would be comfortable seeing the Gift/Favor reported publicly.

A Gift/Favor that is not directly or indirectly provided to or received from a Third Parties and that meets all of the following criteria is generally permitted:

- a) It does not include cash or a cash-equivalent (e.g., gift certificates, vouchers, or other items that can be readily exchanged for cash);
- b) It is not intended to improperly influence or reward any person regarding any matter or transaction involving SUC or another party;
- c) It is unsolicited, given infrequently, and given openly, not secretly;
- d) It does not breach any other law or SUC policy;





e) It is given or received in SUC’s name and not in the name of the individual member of the University Community;

f) Any Gift/Favor that does not meet all of the criteria must be approved in advance by the Finance/VICE CHANCELLOR’s Office

B. The reimbursement of travel expenses of Third Parties may not be used as a Gift/Favor and is permissible only when the travel serves a legitimate University purpose, is appropriately documented, and complies with SUC’s Business Expenses Policy.

**D. REPORTING**

Members of the University Community should report immediately any suspected or actual violations of this policy or anti-bribery laws. Complaints should be made in accordance with grievance policy & procedures policy of SUC.

**E. CONSEQUENCES OF VIOLATION**

Any member of SUC who violates this policy may be subject to disciplinary action, up to and including dismissal or expulsion, as applicable. Third parties who violate this policy are subject to termination of all relationships with SUC. Violations of this policy may also result in civil and criminal penalties for such individuals in multiple jurisdictions.

**F. RESPONSIBILITY**

Student & Staff DAC (Disciplinary Action Committee) committee is having the primary and day-to-day responsibility for implementing this policy and for monitoring its use and effectiveness and dealing with any quires on its interpretation. SUC Management at all levels are responsible for ensuring those reporting to them are made aware of this policy and are given adequate and regular training on it. Moreover, all employees of SUC will have overall responsibility for ensuring this policy complies with our legal, obligations and that all are under SUC control and comply with it.

**10. c. Copyright and Intellectual Property.**

<b>Policy number</b>	<b>HUMR_POLICY_17</b>
<b>Policy name</b>	Copyright and Intellectual Property
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 10: Legal Compliance and Public Disclosure
<b>Policy owner</b>	Human Resource Department
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	DYASS & REGISTRAR

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

- A. SUC has a right to use all the material (teaching & training) developed by Faculty Member during their tenure for conducting its operations or to enhance its image in the competitive environment.
- B. SUC has a right to copyrights on any applications, projects, systems or software’s created by the Faculty Member, Staff and the students during their tenure at SUC.



- C. The SUC believes that all published works of its community should be available to interested scholars.
- D. SUC holds the rights on all the course material (CDP, CDD) in their structure, content, and the methodology of conduct. In other words the Faculty Members may not conduct the same course using the same content and methodology as followed in SUC during the tenure.
- E. The Faculty Members/ Students also reserve the right to use the created material for their career advancement.
- F. The SUC also believes that the author should be given full credit for any work and should be entitled to retain proprietary rights to the product of the individual’s own initiative and individual labors.
- G. SUC reserves the right to determine whether or not the material will be copyrighted in the name of the author for the material produced by Faculty Members under assignment of SUC.
- H. Any arrangement relating to copyright matters involving sponsored project must be referred to the faculty. Some sponsors have established regulations governing the copyright and/or publications of the results of investigations they sponsor. Before entering a sponsored project, an understanding among the principal investigators, the SUC and the sponsor should be reached regarding the rights to any copyrighted materials produced by the project.
- I. The SUC has the right to use the course materials developed by its Faculty Member as it deems necessary and maintains the right to produce, update, distribute, transmit, alter and prepare derivative works based on course materials.

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

#### 10. d. Teach-Out.

<b>Policy number</b>	<b>FINA_POLICY_11</b>
<b>Policy name</b>	Teach-Out
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 10: Legal Compliance and Public Disclosure
<b>Policy owner</b>	Finance Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	H-IRQAOA

SUC maintains a very sound financial policy wherein major emphasis is given towards maintaining the asset to liability ratio way above the required standard of 1:2. In addition to this annual provisions are made for managing the bad debts and for last three years enrollment short fall reserves are maintained in the form of retained income which is documented in the last two years.

The MBA program is introduced after adequate market needs analysis and due deliberations with academicians, industry experts, alumni and prospective students. However should the program need to be discontinued over a period of time the enrolled students will be given the following options:

- i. Students will be offered to transfer to the existing emphasis programs of their choice offered at SUC
- ii. Students can opt to transfer their credits to any of the accredited institutions which have articulation agreements with SUC or any other institutions of their choice.



Finally if the student decides to cancel his registration with SUC, applicable refunds will be offered. The Financial Plan of SUC makes provisions for such contingencies. Personnel involved in the teaching as well as academic support services will be adjusted as per requirement in appropriate positions however in case of non-availability of such positions sufficient notice for separation will be provided as per SUC Policy.

## 10. e. Publications.

<b>Policy number</b>	<b>MEDC_POLICY_01</b>
<b>Policy name</b>	Publications
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 10: Legal Compliance and Public Disclosure
<b>Policy owner</b>	Media & Communications Department
<b>Date of recent modification</b>	14 July 2019
<b>Verified by</b>	Director- Marketing & Creative Communication

Under the publication of policy of SUC all publications have to maintain consistency and clarity of information related to the institution. Generally, catalogs and website are the main sources of information to the external community and handbooks are published for internal stakeholders.

### A. PUBLICATION PROCESS FLOW

- i. Departments are responsible to prepare the draft contents of publication in line with the SUC policies and procedures
- ii. QA department reviews the draft document and forwards its recommendation for approval
- iii. Vice Chancellor discusses with EC along with his comments for final approval
- iv. EC finalizes the policy and procedure and sends back to Vice Chancellor for publication

### B. RESPONSIBILITY AND AUTHORITY

Type of publication	Responsibility of preparing Draft content for publication	Review and amendment of the content	Approval of the content	Authority to release for publication	Frequency of update
Catalog	Heads of Department	IRQAOA Department and Vice Chancellor	EC	Vice Chancellor	Annually
Student Handbook	Head of Administration, Registration and Examination	IRQAOA Department and Vice Chancellor	EC	Vice Chancellor	Annually
Faculty Handbook and Staff Handbook	Head of HR	IRQAOA Department and Vice Chancellor	EC	Vice Chancellor	Annually
Advertisement and Brochure	Head of Marketing and Head of HR	IRQAOA Department and Vice Chancellor	EC	Vice Chancellor	As per Schedule



Website content related to policy and procedure	Heads of Department	IRQAOA Department and Vice Chancellor	EC	Vice Chancellor	Semester wise
Website content related to articles and news	Heads of Department	IRQAOA Department and Vice Chancellor	EC	Vice Chancellor	As and when required
Social Media	Heads of Department	MCD/English Faculty	EC	Vice Chancellor	Daily / upon request

## 10. f. Institutional Relations.

<b>Policy number</b>	<b>CORP_POLICY_05</b>
<b>Policy name</b>	Institutional Relations
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 10: Legal Compliance and Public Disclosure
<b>Policy owner</b>	Corporate Affairs Office
<b>Date of recent modification</b>	4 August 2019
<b>Verified by</b>	DIRECTOR-MARKETING & CREATIVE COMMUNICATION

### A. Organizing Guest Lectures and Technical Visits

Corporate Affairs Office will send a request letter to the Dean of Respective Schools and entertain request for Guest lectures, live project, Industry Visits, from various faculties in the beginning of the semester. The Corporate Affairs Office will action upon the request sent by the Dean of respective Schools. Dean of Respective Schools to forward the mail in the beginning of the semester stating guest lecture/technical visits required with the following details.

- i. Name of the faculty member
- ii. Request made: Guest Lecture - Topic based; Technical Visit- Industry and Objective for the visit
- iii. No. of students
- iv. Date and time of activity
- v. Purpose of the activity
- vi. Learning Objective achieved
- vii. Technical visit subject related

The Corporate Affairs Office will coordinate with the faculty to help students undertake field visits & industrial tours.

The Faculty Member will orient students before the industry visit about its relevance and expected learning outcomes and assign a small graded assignment to Student. Faculty will send a copy of feedback report of students along with photograph to office of corporate affairs and a copy to IRO.

Thank you letter will be sent by the Corporate Affairs Office to the respective corporate.

### B. CEO Lecture Series

Corporate Affairs Office coordinates with the Corporate and extends invitation to the President/CEO of the organization to attend the prestigious SUC event the "CEO LECTURE SERIES" and provide a lecture on specific topics which are discussed internally. The CEOs identified for this event are generally the heads of the organization having responsibility of the entire Asia, Middle East and Africa region and have given their consent to deliver a lecture.

**SCOPE:** It is a brand building exercise by associating with the super brands by inviting the celebrated CEO's of the organization. The event brings lot of valuable insights and leadership lessons for the Management Graduates and the academia.



### C. Alumni Lecture Series

Corporate Affairs Office prepares and finalizes list of successful Alumni who can be a part of the SUC’s prestigious event “ALUMNI LECTURE SERIES”.

**SCOPE:** To invite successful Alumni who can share their success story and the transition of their journey from campus life to corporate life with the students.

### D. Round Table Conference

As a part of the brand building activities, The Corporate Affairs Office organizes round table conferences or panel discussion wherein professionals are invited from various industrial sectors for participation. The participants get the benefit of networking with counterparts from different corporate sectors and also upgrade their knowledge base by participating in the discussions on current topic.

#### PROCEDURE

Step 1: Initiate a meeting to discuss areas of current issues with the concerned area chair for organizing corporate round table / seminar / panel discussions.

Step 2: To finalize with the Area Chair/ Dean of Respective Schools the experts from SUC and industry for participation in the round table/seminar /panel discussions.

Step 3: Determine the dates in the calendar for the event

Step 4: Finalize the list of invitees for the event from the media, corporate, schools, consulates, students, clubs and universities.

Step 5: To select external moderator, select venue and prepare budgets for the event.

Step 6: To conduct the event in coordination with Marketing.

Step 7: To coordinate with IRO for event feedback.

Step 8: Share the event experience with SUC community

The Corporate Affairs Office will coordinate with the faculty to help students undertake field visits & industrial tours.

The Faculty Member will orient students before the industry visit about its relevance and expected learning outcomes and assign a small graded assignment to Student. Faculty will send a copy of feedback report of students along with photograph to office of corporate affairs and a copy to IRO.

Thank you letter will be sent by the Corporate Affairs Office to the respective corporate.

## 10. g. Co-operative Agreements and Contractual Relationships.

<b>Policy number</b>	<b>CORP_POLICY_01</b>
<b>Policy name</b>	Co-operative Agreements and Contractual Relationships
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 10: Legal Compliance and Public Disclosure
<b>Policy owner</b>	Corporate Affairs Office
<b>Date of recent modification</b>	4 AUGUST 2019
<b>Verified by</b>	DIRECTOR-MARKETING & CREATIVE COMMUNICATION

### A. Establishing Scholarship MoUs

CAO engages in developing relations with corporate, building brand image, facilitate signing of MoUs with the Corporate, Banks and Business Councils engaging them in partnerships for various activities relating to academic and community development.

Step 1: Collecting appropriate information and attending exhibitions, career fairs, important government and non – government activities which directly or indirectly benefits SUC.



- Step 2: Including list of activities to be conducted in collaboration with the Dean of respective Schools of both School of Business & School of Information Technology in the Corporate Affairs Office monthly plans.
- Step3: Schedules meetings with corporate with predetermined agenda.
- Step 4: Visits the corporate as per schedule and develops networking.
- Step 5: Exploring the possibilities of partnering with Corporate for community development and organizing panel discussions.
- Step 6: Corporate MoU signing for different programs offered by the School of Business & School of Information Technology.
- Step 7: Reporting the progress with regard to potential opportunities to Head – MCC for Marketing Department activities. Once the program is completed the reports, photos, etc. will be sent to the respective partnering corporates.

One of the important role of Corporate Affairs Office is to build long term Corporate/Public relations in order to develop a positive image about SUC by engaging them into constructive activities that are mutually beneficial for the industry and SUC community.

The public relations can be built through various academic and non-academic activities wherein the stakeholders of industry and SUC participate to achieve the desired mutually beneficial goals.

#### **B. Policy for Signing MOU with Corporates**

The Corporate Affairs Office coordinates for signing of a Memorandum of Understanding between SUC and the Corporate Sectors. The purpose of signing this MoU is to engage the corporate for community development activities, availing internship and placement opportunities for SUC students, for organizing panel discussions, etc. The MoUs are signed by the Vice Chancellor. The validity of the MoUs commences from the date of signing by both parties and will remain valid unless otherwise terminated by either party or on the expiry of the agreement. The agreements may also be renewed depending upon the continuation of the agreement between the parties. The MoU clearly lists down the responsibilities of each party involved in the MoU.

Areas of cooperation included in the MOU are as follows:

- a. Scholarship to eligible employees of corporates;
- b. Arranging Management Development Programs as per their requirements;
- c. Counseling Services and Workshops;
- d. Language Programs, Guest Lecture and Technical visits;
- e. Corporate Relations;
- f. Internship & Placement;
- g. Research and Consultancy; and
- h. Event Sponsorship

#### **C. Corporate Event Participations**

Corporate Affairs Office to attend meeting and conferences and events organized by the Chamber of Commerce, various business councils, organizations/corporations and other government institutions.

**SCOPE:** Participation in the above events helps networking with the corporate people and further in developing business relation for the mutual benefit of both the organization.



## 10. h. Website.

<b>Policy number</b>	<b>MEDC_POLICY_02</b>
<b>Policy name</b>	Website
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 10: Legal Compliance and Public Disclosure
<b>Policy owner</b>	Media & Communications Department
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Director- Marketing & Creative Communication

Under the SUC website policy, all website contents have to maintain consistency and clarity of information. The content should be in accordance to the mission, vision, and policies set by the institution. The website is the main source of information about the university, hence, it is necessary to ensure that the content is accurate and contains relevant information.

### A. WEBSITE PROCESS FLOW

- i. Departments are responsible to prepare the website contents in line with the SUC policies and procedures; the department head should review and submit the first draft to IRQAOA department
- ii. The IRQAOA department reviews the contents submitted by departments and approve it
- iii. The contents must be then submitted to the Office of the Vice Chancellor for further review
- iv. The Vice Chancellor discusses the summarized website updates with the EC along with his comments for the final approval
- v. Once the content is approved, the Media & Communication department publishes it on the website

### B. RESPONSIBILITY AND AUTHORITY

Type of publication	Responsibility to prepare / review content for website	Review and suggest amendment in the content	Final Approval before the website update	Responsibility of uploading on website	Frequency of update
Website content	Heads of Department	IRQAOA Department and Vice Chancellor	EC	Media & Communication Department	Semester wise



# MOE STANDARD 11. COMMUNITY ENGAGEMENT

## 11. a. Community Engagement.

<b>Policy number</b>	<b>CORP_POLICY_04</b>
<b>Policy name</b>	Community Engagement.
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 11: Community Engagement
<b>Policy owner</b>	Corporate Affairs Office
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	H-IRQAOA

### A. INTRODUCTION

The Community Engagement Committee (Community Services Committee) will be fully responsible for the activities of the calendar events scheduled during the current academic year and ensure its smooth implementation by providing guidelines and needed support.

### B. PURPOSE

To facilitate branding of SUC through Community Engagement activities in coordination with various departments, internal and external organizations.

### C. COMMUNITY ENGAGEMENT POLICY

#### i. Introduction

Community Engagement is an important element of SUC’s Vision and Mission. It is the manifestation of the SUC’s commitment towards society and its social responsibility. On the one hand community engagement ensues Engagement to Community is contribution by Faculty; Staff and Students towards the society while on the other hand it is to involve Faculty, Staff and Students in meaningful interaction with the Industry/Academia/Alumni and Government departments for both upgrading the academic curriculum, internship and placement for students.

#### ii. Policy Framework

To fulfill the commitment towards Community Engagement, SUC organizes its activities through the offices of Corporate Affairs and engagement Committee.

#### iii. Policy Guidelines

- a. To plan and execute community service activities for the academic year
- b. To encourage faculty members, staff and students (including student community club) to contribute in community development activities.
- c. To evaluate the benefits of the service activities to the community.
- d. To invite industry experts in developing the curriculum for program and
- e. To arrange placement and internship opportunities for students.
- f. To promote consultancy and joint projects with the identified organizations
- g. To develop an industry – academia forum and organize panel discussions





iv. **Tenure and Authority**

<b>Table 3.17.1</b>			
<b>Responsibility to form, amend and dissolve Community Engagement units</b>	<b>Responsibility to assess the benefit of the Community Engagement</b>	<b>Approval of Community Engagement activities</b>	<b>Authority to Approve and Amend community engagement policy, procedure and modalities</b>
Vice Chancellor	IRQAOA	EC	EC

**D. MOU SIGNING**

Community Engagement committee initiates the process of identifying organization for mutual collaboration towards serving the community at the Emirate and Federal level. Memorandum of Understandings will be signed with the identified organization which can include Government, Semi-Government, Social Engagement Organizations and Corporates. The areas of mutual collaboration will include both training of soft and hard skills for the employees of the organization, participating in the events conducted by the organizations and involve the organizations in SUC community Engagement events.

**i. Process for conducting for school workshops on the community Engagement theme**

- a. The community Engagement committee coordinates with the marketing department for conducting various workshop for school students, teachers, counselors at SUC or at the school premises as per the requirement
- b. After the events is over the coordinator prepares the event report and forwards it for chairs and the same would also be sent to SUC media and communication department for updating in digital and print media
- c. The committee takes feedback from the participants for assessing the impact of the activity

**ii. Process for liaison with external organization in conducting events through corporate affairs**

The community Engagement committee will coordinate with corporate affairs in community engagement programs initiated by the corporates to service the society. SUC will provide support by involving students, staff and faculty in conducting the events.

**iii. Approval process for events identified by faculty staff members and students**

Generally, the community Engagement conduct the events based on the identified themes but if a faculty, staff and students wants to conduct the events they can submit the proposal through proposal form (Annexure A) to the committee. The committee will review the proposal based on outcomes achieved, feasibility and budget available. After the consultation with the committee members the chair will approve/disapprove the proposal and the same will be communicated to the proposer of the event within two weeks from receipt of the proposal.

**iv. Process for Conducting for External and internal Events**

- a. The community Engagement committee prepares the yearly calendar of events before the start of the academic year which includes both external and internal events. The events are broadly classified under the categories such as Environment, Education Health, Safety (not limited to)
- b. Committee prepares the budget for conducting internal and external events
- c. The Engagement committee disseminates the calendar to Faculty, Staff and Students
- d. A team will be formed for conducting each internal and external events
- e. The community Engagement committee conducts the external event as per the community Engagement calendar and the budget allocated for the particular event.



- f. The coordinator prepares the pre- and post-event checklist and disseminates the information to the identified team which is responsible for conducting the events.
- g. After the events is over the coordinator prepares the event report and forwards it to chairs and the same would also be sent to SUC media and communication department for updating in digital and print media
- h. To take feedback from the external participants for assessing the impact of the activity

**E. MANDATORY POLICES**

**i. AWARD POLICY UNDER FES**

Award for best Community Engagement will be presented to Faculty, Staff and Students who excelled in community Engagement during the academic year. The criteria will include both qualitative and quantitative aspects which are listed below

**a. Faculty Community Engagement Award:**

- 1. Initiating the proposal for conducting the events in innovative way of reaching out to the society
- 2. Fulfilling the assigned responsibility in the conduct of the event
- 3. Evaluate the best impact event.
- 4. FES rating on community Engagement for faculty member

**b. Staff Community Engagement Award:**

- 1. Initiating or suggesting a proposal for conducting the events in innovative way of reaching out to the society
- 2. Contribution to the successful implementation service committee programs.
- 3. Fulfilling the assigned responsibility in the conduct of the event
- 4. SES rating on community Engagement for member of SUC staff.

**c. Students Community Engagement Award:**

Corporate Affairs Office will provide inputs for a decision in regards to community Engagement awards to students and assist the Community Engagement Committee

- 1. Initiating or suggesting a proposal for conducting the events in innovative way of reaching out to the society
- 2. Contribution to the successful implementation service committee programs.
- 3. Fulfilling the assigned responsibility in the conduct of the event

To evaluate the performance of the students towards their contribution to the community Engagement, Student committee will be formed in the beginning of the academic year. The committee will comprise of the following members:

- 3.1. President (Senior/Junior)
- 3.2. Secretary (Senior/Junior)
- 3.3. Organizer
- 3.4. Public relation

The Students committee will nominate the best student based on the table below.

S. NO	OBJECTIVES	WEIGHTAGE
1	To Conduct awareness programs Theme based, Social and environmental through Seminars/Workshops for community	20%
2	Contribution to SUC's Social Activities	Initiator 40% Contributor 20% Participant 10%
3	Representing SUC in community forums and competitions	15%
4	SUC Brand Building	25%

Total exceeds 100%, please adjust percentages in each component.



The item Number 2 is understood as below. If a faculty is an initiator then his total will be 100%, If he is a contributor then 80%, Participant then only 70%

**ii. PROMOTION POLICY**

The Community Services Committee Chair will appraise the performance of a faculty in community service activities at the time of his evaluation for promotion.

**iii. ROLE AND RESPONSIBILITIES IN RECRUITMENT**

The chair will be part of recruitment process wherein the candidates would be asked about their exposure to Community Engagement, assess the attitude towards community Engagement

**iv. ROLE AND RESPONSIBILITIES IN PROBATION CONFIRMATION**

The chair will report the activities and involvement of the candidate during his/her probation tenure at SUC in consultation with the committee members. New Faculty member required to submit their plan for community Engagement activities.

**v. AUTHORITY OF COMMITTEE MEMBERS**

- a. Engagement committee will organize, manage and conduct community Engagement events as per schedule during the academic year.
- b. To evaluate the Faculty, Staff and Students for community Engagement award.
- c. To develop, amend and modify the policies depending on the review and suggestions.
- d. After review of Faculty, Staff and Students the committee would counsel them to be proactively participate in Community Engagement programs.
- e. After first verbal counseling the faculty, staff and student's involvement will be reviewed and if necessary a letter will be put in the HR file.



## 11. b. Advisory Board(s).

<b>Policy number</b>	<b>EADB_POLICY_01</b>
<b>Policy name</b>	External Advisory Council
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 11: Community Engagement
<b>Policy owner</b>	SUC
<b>Date of recent modification</b>	21 July 2019
<b>Verified by</b>	Vice Chancellor

### **A. FORMATION & CONSTITUTION OF EXTERNAL ADVISORY COUNCIL**

The external Advisory Council consists of External consultants, members from Corporate, Alumni members, parents, Government Executives, Social Activists and Academicians.

### **B. APPOINTMENT OF EXTERNAL ADVISORY COUNCIL MEMBERS**

The eligibility for appointment to Advisory Council, the requirement is that people from the industry holding positions such as Deputy Governors of Government organization and CEO of corporate, parents and alumni. These members are nominated to form a committee to provide inputs on the practical aspects of the business environment for assisting the institution to formulate its strategic plan and progress to achieve its vision and mission in the long run. The members of External Advisory Council shall be appointed by Vice Chairman & COEC and duly ratified by the Board of Governors. The appointment shall continue for a period of **two academic years** and may be extended depending on the performance or till such time a letter of discontinuation by the member is presented to the Vice Chairman & COEC.

### **C. APPOINTMENT & TERM OF EXTERNAL CONSULTANTS**

The external consultants shall be appointed by the Vice Chairman & COEC and duly ratified by the Board of Governors. The appointment shall continue for two academic years and may be extended depending on the performance or till such time a letter of discontinuation is issued.

### **D. RENEWAL OF EXTERNAL ADVISORY COUNCIL MEMBERS:**

The External Advisory Council members shall be renewed if a vacancy occurs in the Council for any reason, including expansion of the Council, shall be filled by Chair of External Advisory Council or on the recommendation of members for nominations. The nominations / renewals shall be approved by the Council members.

### **E. RESIGNATION & REMOVAL:**

A member shall resign by a written notice to the chair of the External Advisory Council which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice.

### **F. TIME, PLACE OF MEETING AND RECORDS:**

The External Advisory Council meetings are held **once a year**. The meetings shall be held in SUC or any places within the U.A.E. The minutes of the meetings are recorded by the secretary appointed for the meetings by the Chair.



#### **G. SPECIAL MEETINGS:**

Special meetings of the External Advisory Council may be called by the chair on the written request giving at least one week's time.

#### **H. DELIVERY OF AGENDA:**

The Secretary shall mail or fax a copy of notice of meeting and the Agenda to each member of the External Advisory Council at least one week prior to the date of the meeting.

#### **I. DUTIES OF CHAIR OF EXTERNAL ADVISORY COUNCIL**

- i. To call meetings of the External Advisory Council.
- ii. To preside over all meetings of the Council.
- iii. To appoint members of External Advisory Council
- iv. To maintain regular liaison with External Advisory Council Members
- v. To be the spokesperson and representative of the Council for any matter dealt with by the Board.
- vi. To provide directions to the Vice Chancellor for execution
- vii. To nominate internal members to the External Advisory Council
- viii. To perform such other duties as determined by the Council

#### **J. GENERAL RESPONSIBILITIES OF THE MEMBERS OF THE EXTERNAL ADVISORY COUNCIL**

The members of the External Advisory Council are appointed by the Vice Chairman & COEC, as members of the Executive Council they do not hold any administrative responsibilities. The External Advisory Council has a role to advise the Chair of External Advisory Council on various dimensions of academic and environmental perspectives of UAE and the region and to provide suggestive directions that may help the sustainable growth of SUC in all dimensions.

- i. To advise on all academic and academic services issues relating to SUC for discussion and decision
- ii. To suggest strategies for sustainable growth of SUC
- iii. To suggest Image building activities
- iv. To suggest community service and developmental activities of value
- v. To enhance student learnability and career growth
- vi. To provide suggestions on building strong Alumni relationships
- vii. Suggest opportunities of higher education, placements and entrepreneurial opportunities
- viii. To attend meetings of External Advisory Council and contribute constructively.
- ix. Each member is expected to attend at least 50 percent of the meetings.
- x. In the event of absents from the meeting, the member shall inform the inability to attend the meeting to the Chair well in advance.
- xi. Members are prohibited from any financial dealing with the institution.
- xii. The External Advisory Council is responsible for adding value to SUC from different perspective that may lead to improvements in the functioning and visibility of SUC in the region.
- xiii. The External Advisory Council should provide some alternative inputs for the development of SUC through council meetings as well as informally throughout the academic year.
- xiv. The External Advisory Council enables SUC achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution.
- xv. The Council members serve as a sounding board for EC representing the standpoint of alumni, parents and friends.
- xvi. Attending and actively participating at the council meetings as per schedule



- xvii. Serving on select committees or task forces of the council
- xviii. Meeting individually with the Vice Chancellor and / or other EC members
- xix. Participating in career service activities, interacting with current students
- xx. Hosting or participating in SUC events that promote awareness of and interest in the institution and its faculty, departments and programs.
- xxi. Identifying and engaging other alumni, parents, and friends in a position to support the college's fundraising activities.
- xxii. Serving on other committees like the Alumni Committee.
- xxiii. Personally supporting the annual fund and other campaigning activities at a level commensurate with one's capacity.
- xxiv. Review progress of the institution and share ideas
- xxv. Support academic program accountability by providing guidance and feedback and serving as partners in research and community collaborations
- xxvi. Review governance procedures and provide suggestions for improvements
- xxvii. Review brochures and websites
- xxviii. The External Advisory Council help in formulating new strategies which are presented to the Board of Governors for review and approval
- xxix. To help the institution in understanding the current trends in the industry requirements and job market

## **K. SPECIFIC ROLES OF THE EXTERNAL ADVISORY COUNCIL**

### **i. Role of Alumni**

Alumni help in understanding the difference they felt before joining the institution and after entering the industry with the learning outcomes they achieved after completion of their programs at SUC.

1. To provide their feedback about usefulness or application of skills, knowledge and competencies learnt at SUC
2. To provide feedback on relevancy and effectiveness of existing curriculum, courses and new programs
3. To assist in providing opportunities for internship,
4. To facilitate Guest lecture for current students
5. To partner in SUC community services

### **ii. Role of Consultant**

1. To provide consultancy for internationalization of the programs
2. To provide guidance on expansion of Academic services
3. To provide ideas on Information Technology upgradation
4. To suggest for improvement in Academic Support Services
5. To provide inputs on skills and competencies required in employment market, Market environment, competitive environment and international market.
6. To provide inputs on new programs, new courses, contents and syllabus
7. To advise on all academic and academic services issues relating to SUC for discussion and decision
8. To formulate strategies for sustainable growth of SUC
9. To review the Vice Chancellor's recommendation report on creating opportunities for scholarly and professional growth of faculty members



10. To review reports of all the AAC committees in terms of meeting the expectations of Academics in a given academic year
11. To suggest Image building activities
12. To suggest areas of improvement to SUC
13. To have competitive advantage.
14. To play an active part in the development of SUC in all respects so as to achieve the goals and objectives in the best possible manner within the given constraints.

**iii. Role of Industry experts including Employers and Corporates / Government Officials**

1. To evaluate the students employed with them
2. To provide feedback on the skills, competencies and shortcomings of the students
3. To suggest new skills and competencies required for the job
4. To provide feedback on relevancy of existing curriculum, courses and new programs
5. To review current Program/Courses
6. To offer internship and evaluate SUC students' performance at workplace
7. To provide Guest Lectures and industry visits to SUC students
8. To support SUC in the conduct of CEO lecture series
9. To partner with SUC for Community Services activities
10. To partner with SUC in Research Consultancy

**iv. Role of School Principals**

The School principals help in understanding the mindset of prospective students joining the undergraduate programs offered at SUC, how to match the curriculum and Program offering with their requirements. They also help in integrating the projects at various platforms.

**v. Role of Parents**

The involvement of parents helps in understanding the point of view of students in pursuing their aspirations and also understand the plans they have in mind for the career growth of their children.

1. To provide their feedback on satisfaction about programs, academic and academic support services
2. To partner with SUC for Community Services activities
3. To provide input on New programs
4. To give guest lectures on specialized areas of their expertise
5. To provide suggestion for improvement of various facilities at SUC

**L. CODE AND CONDUCT:**

- i. The External Advisory Council members shall conduct in accordance with the duties and obligations as mentioned above and within the applicable laws of UAE.
- ii. The members shall contribute to fulfill their roles and responsibilities with the highest standards of conduct and integrity.
- iii. Member of External Advisory Council shall not disclose to others, or use to further his or her personal interests, confidential information acquired in the course of performing Board or Committee functions. "Confidential" will be defined as either any information marked "Confidential" or matters of a personal nature concerning an individual; confidential personnel matters.



## 11. c. Continuous Education and Lifelong Learning.

<b>Policy number</b>	<b>CCL_POLICY_01</b>
<b>Policy name</b>	Continuous Education and Lifelong Learning
<b>Policy version</b>	Version 1
<b>Standards applicable</b>	MOE Standard 11: Community Engagement
<b>Policy owner</b>	Centre for Continuing Learning
<b>Date of recent modification</b>	18 July 2019
<b>Verified by</b>	Director- Marketing & Creative Communication

### A. Introduction

The internship and career placement assistance program assists students to work and learn in a professional environment and get prepared for embarking on employment careers. The program facilitate students to be able to apply the knowledge and skills gained in the classrooms in a work setting, this process enriches student learning experience and helps them transit into the work world.

Centre for Continuing Learning Department coordinates with Corporate Affairs Office to identify internship opportunities and career placement assistance for CCL students studying professional courses.

### B. Process:

- a. CCL during the orientation will inform the students regarding the internship and career placement assistance program.
- b. Student then will orient regarding the requirements
  1. Updated CV/Resume
  2. Contact details
- c. CCL will inform the CAO regarding the application of the student
- d. Students will attend workshop on Resume Writing and Mock Interviews scheduled by the CAO;

### C. GENERAL POLICIES OF CENTRE FOR CONTINUING LEARNING

#### i. GENERAL ADMISSION REQUIREMENTS

##### a. Minimum Qualification:

Candidate applying for any of the courses offered under Centre for Continuing Learning should have a minimum qualification of Grade 10 from approved Schools within UAE or outside UAE.

##### b. Minimum age criteria:

Minimum 17 years of age is required for entry into any of the courses offered by the Centre for Continuing Learning.

##### c. English Language Proficiency

All candidates are required to have a basic knowledge of English language, writing, speaking and reading.

##### d. Mathematics Proficiency

For all professional courses conducted by CCL, mathematics is required to compute basic calculation during the course.

##### e. Computer Proficiency

The candidate enrolling for the courses in CCL must have a basic knowledge on computer skills using word, excel, internet browsing, etc.





## ii. APPLICATION

The Application is the enrollment form which is the formal process of registering for the CCL courses. Each student fills up the enrollment form at the time of registration. The form lists the personal information, passport and visa details, the course the student has opted for, educational qualifications, work experience, registration payments, residential address, passport & emirates ID detail, Previous studied institution name, placement test details, work experience, Tuition fees, the terms and conditions on which the admission is given.

It contains the instruction of terms & conditions governing the course including those registration, student conduct, visa, refund policy, examination and fees schedule.

By signing the application, the applicants is accepting to comply with the rules and regulations of Centre for Professional Development and undertake that the documents submitted are genuine.

## iii. ADMISSION DOCUMENT REQUIREMENTS

The candidate is required to submit the following documents along with the Fee applicable for the courses opted in to register for the CCL courses:

1. 2 Passport size photographs
2. Passport/Visa Copy



<b>ABBREVIATIONS</b>	
<b>APOC</b>	Academic Planning and Operations Committee
<b>BBA</b>	Bachelor of Business Administration
<b>BOG</b>	Board of Governors
<b>BS IT</b>	Bachelor of Science in Information Technology
<b>CAA</b>	Commission for Academic Accreditation
<b>CDD</b>	Course Definite Document
<b>CDP</b>	Course Delivery Package
<b>CLO</b>	Course Learning Outcomes
<b>COEC</b>	Chair of Executive Council
<b>CR</b>	Class Representative
<b>CRDC</b>	Computing Resource Development Committee
<b>CEC</b>	Community Engagement Committee
<b>DEAN-SOB</b>	Dean of School of Business
<b>DEAN-SOIT</b>	Dean of School of Information Technology
<b>DOMC</b>	Director-Marketing & Communications
<b>DOPR</b>	Deputy Director - Government And Public Relations
<b>DSA</b>	Dean - Student Affairs
<b>DYASS</b>	Deputy Director -Academic Support Services
<b>EC</b>	Executive Council
<b>EHSM</b>	Environment Health and Safety Management
<b>ERT</b>	External Review Team
<b>FDP</b>	Faculty Development Program
<b>FES</b>	Faculty Evaluation System
<b>DIRQAOA</b>	Head of Institutional Research, Quality Assurance, Outreach and Accreditation
<b>HRD</b>	Human Resources Department
<b>HOG</b>	Head - General Education
<b>IE</b>	Institutional Effectiveness
<b>IRQAOA</b>	Institutional Research Quality Assurance Outreach & Accreditation
<b>KPIs</b>	Key Performance Indicators
<b>LRDC</b>	Library Resource Development Committee
<b>MBA</b>	Master of Business Administration
<b>MOE</b>	Ministry of Education
<b>PSDP</b>	Professional Skills Development Program
<b>RAF</b>	Resource Adequacy Feedback
<b>SBJ</b>	Skyline Business Journal
<b>SDP</b>	Staff Development Program
<b>SES</b>	Staff Evaluation System
<b>SOB</b>	School of Business
<b>SOIT</b>	School of Information Technology
<b>SUC</b>	Skyline University College



<b>TEC</b>	Teaching Effectiveness Committee
<b>TOC</b>	Transfer of Credit
<b>VC</b>	Vice Chancellor