SKYLINE UNIVERSITY COLLEGE

INSTITUTIONAL POLICY & PROCEDURE MANUAL

AY 2016-2017

University City of Sharjah

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INSTITUTIONAL GOVERNANCE

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1. VISION, MISSION AND GOALS

VISION

The University College will strive to enhance its quality, size and diversity while developing three main attributes:

a. **Academic Excellence:** Achieving excellence in academic standards to enhance the University College's academic standing for the benefit of students and society.

b. **Professional Education:** Enriching students' professional education experiences to enhance the employment skills which will enable graduates to pursue and develop successful lifelong careers.

c. **Competitive Advantage:** Promote competitive advantage of the University College through Education, Training & Development and Research & Consultancy.

MISSION

The Mission of Skyline University College (SUC) is to impart knowledge, develop professional skills and inculcate values at higher education level, enabling students of diverse background to achieve their academic goals and develop overall personality to become effective and socially responsible professionals in a dynamic national, regional and global environment. In pursuing this mission SUC focuses on innovative and creative approaches in all areas of education, research & community services and empowering SUC employees as core members of the learning community facilitating their growth and development.

GOALS

INSTITUTIONAL

a. To continue to operate as a private University College, committed to serve with dedication in the field of higher education, and prepare students to contribute to the betterment of business and society.
b. To offer quality education to a diverse student body enrolled nationally, regionally and globally, irrespective of race, color, gender, religion, physical disabilities and age.
c. To expand its higher education programs as per the needs of dynamic global environment

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d. To provide required support services conducive to its academic needs by regularly updating learning resources and integrating with new technology.
e. To develop and maintain significant networks between SUC, alumni and industry
f. To continue to maintain meaningful relationship with the community through socially responsible activities
g. To continue to pursue ethical conduct and high order of integrity in all spheres of institutional functions

STUDENT

h. To orient the students with knowledge, skills, values and competencies through under graduate and post graduate programs thereby grooming them for suitable career opportunities nationally, regionally and globally.
i. To prepare students equipped with creative and entrepreneurial skills suitable for life long career building
j. To integrate general education at the under graduate level programs
k. To further enhance problem solving and higher order skills of leadership, analysis and decision making among post graduate program students
l. To develop the complete personality of the student through quality education & extra-curricular activities that will enable them to serve society optimally.

EMPLOYEES

m. To employ faculty and staff from various cultural, educational, research backgrounds and work experience.
n. To provide facilities that enhance long term SUC employee welfare, satisfaction and growth
o. To facilitate conducive research and consultancy environment for faculty scholarly activities
p. To conduct various faculty and staff development programs in order to meet challenges posed by the dynamic global environment.

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2. POLICY ON REVIEW OF VISION, MISSION AND GOALS

A. INTRODUCTION:

The vision, mission and purposes of the college are formulated on the basis of directions received from the Board of Governors and various stake holders including faculty, students and staff.

Such directions are received annually and whenever the directions change, there is a need felt for bringing about the necessary changes in the vision, mission and purposes.

Another factor that may evolve a need to relook into the vision, mission and purposes is when there is a change in the external conditions.

The change in vision, mission and purposes are also brought about to avoid any kind of anomalies due to the terms, the language, clarity or coverage and such changes does not have a significant impact on the vision of SUC.

B. PROCESS

The vision, mission and purposes will be generally reviewed annually when the revisits take place and revisions are made after evaluation of strategic Plan.

The change in vision, mission and purposes is based on the following:

1. Feedback on the annual operations
2. Feedback from the evaluation of the strategic plan
3. Strategic directions received from the Board of governors and other stake holders.

C. RESPONSIBILITY

The COEC, Dean, EC members and other stake holders participate in the discussions to bring about the necessary changes after reviewing the above mentioned inputs.

The authority to approve these changes remains with the Board of Governors. Once the changes are approved by the Board of Governors, the Quality Assurance Office studies the impact of these changes on various institutional units and notifies those units which are affected by this change to make the necessary amendments in their departmental goals, objectives and operations.

The changes made in the departmental goals, objectives and operations are reviewed by the Head Quality Assurance and sent to Executive Council Members for final approval.

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INSTITUTIONAL GOVERNANCE

3. BOARD OF GOVERNORS

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I. ROLE OF THE BOARD OF GOVERNORS

The Board of Governors is responsible for overseeing the institutional overall performance and determining the Strategic goals, objectives & direction of Skyline University College (SUC). The Board is responsible for approving and periodically reviewing SUC's Vision, Mission statements and Strategic Plan. Herein all persons associated with SUC must faithfully subscribe to the Vision and Mission of SUC. The board should insist that alternative strategies and plans be considered and that considerations be given to regional and societal changes that impact SUC.

The Board of Governors' mandate is to govern SUC 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 along with the appointment of the Chair of the Executive council who is not an executive in SUC but acts on behalf of the Board and coordinates with the members of the Executive Council. The members of Academic Affairs Council (AAC), Chair of committees are responsible for handling the day to day operations of SUC.

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 Chair of 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 appoint financial auditors
h. To review the risk management plan and audited financial statements

III. 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 necessary to guide policies and strategic planning of the institution (i.e. a mix of academic and professional expertise). Also 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 nominations committee and approved by the board of governors. The nominations committee shall consist of one of the board members & the chair of the board of governors.

c. **Term of the Board Member:** Appointments to the board shall be for a four year term but may be renewable depending on their contribution.

d. **Size and Constitution of Board:** The board consists of at least Five (5) duly appointed or elected members as the procedure mentioned in the **"Appointment of Board of Governors"** below.

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e. **Appointment of the Chair of the Board:** Founder President is the Chairman of the Board of Governors by virtue of his position.

i. **Duties of the Chair**

- **i.** To call meetings of the Board.
- **ii.** To preside over all meetings of the Board.
- **iii.** To witness, with the Chair of the Executive Council, documents authorized by the Board.
- **iv.** To appoint Chair of the Executive Council
- **v.** To review Executive Council's (COEC, Dean and HQA) progress
- **vi.** To maintain regular liaison with Executive Council.
- **vii.** To approve budget, major changes
- **viii.** To be the spokesperson and representative of the Board for any matter dealt with by the Board.
- **ix.** To perform such other duties as determined by 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 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. Any governor(s) may be removed, at any time with or without cause, by 2/3 majority vote of the governors.

h. **Quorum and Vote:** Fifty percent of the Board members shall be present in the meeting if not (less than 50%) then the meeting shall be postponed.

i. **Use of Proxy Voting Prohibited:** 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.

j. **Time, Place of Meeting and Records:** The board meets twice a year – in the month of October & March. 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.

k. **Special Meetings**: Special meetings of the board may be called by the chairperson 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.

l. **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.

m. **Meeting by Communication Equipment:** 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.

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n. **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.

o. **Code and Conduct:** The Board of Governors of SUC shall conduct its governance in accordance with the duties, obligations, and powers imposed and granted to it by SUC and in accordance with all other applicable laws of UAE. For the purpose of carrying out its duties and meeting the responsibilities of governance, the Board of Governors and each of its members is bound by and shall adhere to this Code of Ethics, and shall maintain the standards of conduct derived there from in the carrying out of the duties of the Board and of the Members of the Board, unless otherwise required by law.

The effective governance of SUC is contingent on Board members fulfilling their roles and responsibilities with the highest standards of conduct. The purpose of the Code of Conduct is to foster a climate of honesty, truthfulness and integrity.

The essential objective of this policy is to uphold ethical standards in all of the Board's activities.

i. In exercising their powers and discharging their duties, Board of Governors shall:

a. Act honestly and in good faith with a view to the best interests of SUC.
b. Exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
c. Ensure that their personal interest and their duty to SUC are not brought into conflict.
d. Ensure that they do not obtain or receive, directly or indirectly, a personal profit, gain or benefit as a result of their relationship with SUC.

ii. The Board of Governors are expected to consider and represent the interests of SUC and its community as a whole in preference to any other interests which that Governor may also have or represent.

iii. Board of Governors must declare a conflict of interest with respect to their fiduciary responsibility in accordance with Board by-laws and applicable laws, regulations and directives.

iv. Board of Governors shall be familiar with the by-laws and policies of the Board so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.

v. Board of Governors will be properly prepared for Board deliberations.

vi. Board of Governors shall take part in development activities that will assist them in carrying out their responsibilities.

vii. Member of Board of Governors may not attempt to exercise individual authority over SUC except as explicitly set forth in Board policies. Governors' interaction with the Executive Council or with staff must recognize the lack of authority in an individual Board of Governor or group of Board of Governors, except as set forth in Board policies.

viii. Member of Board of Governors will make no judgment of the Executive Council or staff performance except when assessing the Executive Councils performance in accordance with explicit Board policies.

ix. Member of Board of Governors 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

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any information marked "Confidential" or matters of a personal nature concerning an individual; confidential personnel matters.

x. Member of Board of Governors interaction with the public, press or other entities must support decisions taken by the Board as a whole. If a Governor does not support the decision of the Board, he/she is expected, at a minimum, to remain neutral publicly.

xi. Member of Board of Governors shall ensure that unethical activities not covered or specifically prohibited by this code or any other legislation are neither encouraged nor condoned.

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.

q. **Duties, Powers and Responsibilities**

i. **Responsibility of the Board:** The Board's powers are 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:

i. **Approval of Substantive Change:** Any change in the organizational structure or change in the legal status, control of the institution, ownership or merger with any other institution.

ii. **Academic Programs**: It is the responsibility of the board to ensure educational programs are quality consistent with SUC's mission thereafter approves new programs or terminates existing programs upon the recommendation of the Executive Council and the committees.

iii. **Strategy Approvals:** The Executive Council along with the committees formulates the Strategic plans and the board assesses and ultimately approves the same. The Boards reviews and approves the Vision, Mission, Goals and Objectives of SUC. The Chair of the Executive Council is responsible on behalf of the Board to make sure the effective implementation of the Strategic Plan and the institutions is process; conduct is guided by the Vision, Mission, Goals and Objectives as well as approved policy procedures.

iv. **Financial Information, Systems and Internal Controls:** The Board has responsibility to approve the annual budgets and major capital expenditures on the recommendation of the Executive Council and Finance & Audit Committee. The board with 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.

v. **Risk Management:** Executive Council along with the Finance & Audit Committee is responsible for establishing processes, procedures and

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mechanisms by which key matters of risk are identified, and ensuring that strategies are developed to manage such risks. The Board has responsibility understand the key risks in operations and:

A. Ensure, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks.
B. Receive regular reports on the management of material risks to SUC.
C. The principal mechanisms through which the Board reviews risks are the Finance &Audit Committee, the strategic planning process and an annual risk review by the Board.
D. Ensuring good management and sound fiscal practices.

vi. **Monitoring and Reporting:** The Board of Governs has responsibility to:
A. Direct The Executive Council to develop, implement and maintain a reporting.
B. Follow systems that accurately measure SUCs performance against the performance expectations set out in its strategic plan.
C. Review annually SUCs' progress toward the objectives set out in the Institutional Accountability Plan and Report submitted to external agencies, and to revise and alter its direction through Executive Council, keep in mind the changing environment.
D. Ensure Executive Council published an annual report & Fact Book for review by various stake holders.

vii. **Code of Conduct and Business Ethics**: The Board has responsibility to:

A. Establish, and update from time to time as required, a Code of Conduct for Board of Governors.
B. Direct 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. Approve and monitor fiscal, legal, and ethical integrity through the Executive Council.

viii. **Communications:** It is the responsibility of the Board to encourage communication between SUC and its stakeholders, and among the Executive Council, 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.

ix. **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.

x. **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.

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xi. **Public Relations:** It is the responsibility of the board to assist with the public relations of SUC.

xii. **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.

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

xiv. **Awarding Honorary Degree:** Conferral or authorization of the conferral, or qualifications including honorary degrees. Though the same is not included in the initial policy at the moment.

xv. **Personnel Policies:** It is the responsibility of the board to review the policy relating to Human Resources on the recommendation of the Executive Council & Administrative & Advising Committee and to adopt policies including the setting of Salary and benefit ranges such as: sick leave, leave of absence, end of term benefits and general employee regulations.

xvi. **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 & 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.

xvii. **Authority of Approvals:** The Chair of the Executive council is responsible for approving and signing the financial transaction, official contract, strategic partnerships, and employee appoint contracts as well as terminations. The day to day operation documents are approved and signed by the Dean and respective members of the Executive council as per the designated responsibilities.

xviii. **Formalization 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, Dean and HQA 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.

xix. **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 Dean 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.

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xx. **Appointment of the Chair of the Executive Council**: The Chair of the Executive Council is appointed by the Chair of BOG by virtue of being one of the directors of the institution and the same is ratified by the members of the board. COEC is a representative of the Board and holds a non-administrative position in SUC and is the Chair of EC who is responsible for representing and acting on the guidelines provided by the Board, and works towards implementation of the policies, strategies, annual business plan, international exposure, develop governmental and corporate relations, review of various accreditation process, budgets, review expenditures, carry reviews on effectiveness of the following:

- **A.** Presenting to the Board the progress of the Strategic plan, business plan implementation, Budgets, expenditure.
- **B.** The Executive Council Chair ensures that the Dean 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.
- **C.** Works along with the EC, Advisory Council and AAC in development and review of the various policies, strategies before it is presented to the Board.
- **D.** Reviews Performance and evaluation of the Academic and Administrative units on monthly, semester and yearly basis before presenting to the Board.
- **E.** 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.
- **F.** Supports development of international relations for providing the institution with international exposure and partnerships.
- **G.** Liaising with various government and corporate institutions.
- **H.** Review development of the Learning support services and infrastructure requirement to support the academic needs of SUC and present to the Board for approval.
- **I.** Supporting the Academic committee for review of the Academic Programs.
- **J.** Carry the financial review and submit reports on regular interval to the Chair of the Board and present the same in the Board meetings.
- **K.** Approve all financial transaction as per approved budgets of the Board.
- **L.** Receive report of the institutional effectiveness department to make sure all quality parameters are followed and met within the institution.
- **M.** Oversee progress of the accreditation processes.

xxi. **Appointment of the Members of the Executive Council**: The members if 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:

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A. **Dean:** Dean is the Chair of AAC and is responsible for all pursuing the vision and mission of SUC and provide leadership to Academic Advisory Council members, faculty members, staff, and students. Dean is responsible for operations of SUC to fulfill overall academic & academic support services and to provide conducive learning environment. The Dean 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 Dean shall coordinate overall operations of all the departments, ensuring integrity within the guidelines of SUC. Dean is also responsible for accreditation at the national and international levels.

B. **Head of Quality Assurance (HQA):** Head of Quality Assurance is the Vice Chair of AAC and oversees the functions of Institutional Research & Quality Assurance Office which is a vital unit to improve and maintain the institutional effectiveness by introducing best practices that help the institution to achieve desired quality standards in academics and academic support services. This unit also completes the preparation of documents for accreditation, application for new programs, ranking, listing, articulation, etc. and assists departments and committees in preparing the policy and procedure. It undertakes the responsibility of designing, electing and evaluating the Feedback system of the institution and provides inputs to the decision makers. It is also aimed at determining the best practices that help in enhancing quality in academics and academic support services and internal benchmark. Head of Quality Assurance Office, as a member of EC supports the implementation of overall strategies of the institution and support Dean in day to day operations of the University.

xxii. **Meetings of Executive Council:** The members of the Executive council meet on monthly basis to review the reports of various departments and put into action. Reviewed reports and action plans are sent to Chair of the Executive Council. The Chair of the Executive Council meets the members before the start of the semester and in mid of the semester to assess the progress and reviews the plan of action for the start of next semester. The Executive council meets the chair of the Board once in a year after the fall semester to present the overall performance of SUC.

xxiii. **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 Chair of the Advisory Committees.

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IV. LIST OF BOARD MEMBERS

CHAIRMAN – BOARD OF GOVERNORS	**MR. KAMAL PURI**
BOARD OF GOVERNORS	**MR. AHMED AL ASHRAM** *Managing Director, Al-Ashram Group, UAE – Ex-officio*
	DR. GHANEM AL HAJRI *Chairman, Al Hawajer Holding, UAE*
	MR. MARWAN AL SARKAL *Chief Executive Officer, Sharjah Investment & Development Authority (SHUROOQ), Sharjah, UAE*
	MR. DALAL SA' ADEDDINE *Managing Director, Bin Majid Beach Hotel/Resort, Ras Al Khaimah, UAE*
	DR. MOUZA GHUBASH *Director, Al Rewaq Cultural & Charity Association*
	MR. NASHAT FARHAN SAHAWNEH *Chairman, Al Hamad Group*
	DR. IBRAHIM BARAKEH *Principal, Al Shola Private School, Sharjah*
CHAIR OF THE EXECUTIVE COUNCIL (COEC)	**MR. NITIN ANAND**

BOARD OF GOVERNORS SELF EVALUATION FORM
This self-evaluation assessment is designed to gather Board of Governor's perceptions about the satisfaction with their overall performance during the academic year.
SA Strong Agree (5) A= agree (4) N= Neutral (3) DA = Disagree (1) SDA= Disagree (1)

		5	4	3	2	1
1	I support decisions of the Board which I may have personally opposed	☐	☐	☐	☐	☐
2	The Board is effective in making good use of my skills and expertise	☐	☐	☐	☐	☐
3	I meaningfully contributed in providing Strategic Direction	☐	☐	☐	☐	☐
4	I contributed towards identifying new areas for expanding the academic offerings	☐	☐	☐	☐	☐
5	I suggested improvement in operational practices and procedures	☐	☐	☐	☐	☐
6	I suggested areas of community engagement activities	☐	☐	☐	☐	☐
7	I contributed towards developing industry linkages	☐	☐	☐	☐	☐

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8	I have personally be able to give sound inputs of risk management of the institution	☐	☐	☐	☐	☐
9	I feel my contribution over the years have helped the institutional policies & achieve its vision, mission & goals	☐	☐	☐	☐	☐

Comments /Suggestion for improvement

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4. FOUNDER PRESIDENT

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I. INTRODUCTION

As per the organization chart of SUC, Founder President is at the helm of the affairs of Governing body and by virtue of that status he is the Chair of the board of governors.

A Founder President has a unique role in the SUC as a promoter of the organization, contributor and the one who has steered the organization over the years to its present status.

At this stage, the SUC looks forward towards him to share his experiences, guide the organization, enable brand building and develop national and international contacts for furthering the cause of SUC and take it to greater heights.

II. GOALS

The Founder President has the responsibility to guide the institution so as to tow a path that facilitates in achieving the vision and mission of the institution or revise the vision and mission in accordance to the changing nature of business environment around the world.

A. To approve growth, diversification and expansion
B. To decide starting or closing of new courses, colleges, faculties and degrees
C. To allocate funds for growth, diversification and expansion
D. To review the status of institution and present it to the Board of Governors
E. To review status of institution at least twice in an academic year and recommend suggestions for improvement

III. ROLE OF A FOUNDER PRESIDENT

A. To remain as Chair of the Board of Governors of SUC and execute all its responsibilities
B. To preside over all meetings of the Board
C. To represent Skyline at various national and international platforms
D. To represent SUC in the government and Corporate organizations
E. To guide the expansion of SUC
F. To provide strategic directions that help in formulating strategic and annual plans of the institution
G. To assist in crafting long range plan
H. To monitor the strategic risk management aspects of SUC
I. To monitor financial status and approve the budgets for institutional growth and development
J. To be the final authority in settling all institutional disputes
K. To confer degrees and conduct the opening of convocation
L. To dedicate a new facility or college

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M. To preside over commencement ceremonies

N. To be a mediator, facilitator, and consensus maker for issues both internal and external to the institution.

O. To meet key individuals who may have the ability to support the institution.

P. To spend considerable time on building relations and source the opportunities for raising money for the institution

Q. To appoint and remove key positions like COEC, Dean and HOA

R. To form and dissolve committees

S. To evaluate BOG members and perform self-evaluation based on the goals and objectives of BOG

IV. REVIEWS

a. Strategic Plan review
b. Review of goals and presentations of planning and closing of all functional units
c. Review of financial statements- quarterly, half yearly and annually
d. Reviews the preparation for MOHESR visits
e. Review graduation ceremony preparations
f. IE & Feedback reviews
g. Review Progress Meeting with AAC Members, Chairs & Coordinators
h. Review of HR planning including manpower review, recruitment review

V. BRAND BUILDING

The Founder President shall represent SUC at various forums to build rapport with officials, community personnel and CEOs of various institutions so as to develop network that may help SUC to develop long term relationships and help in achieving its vision and mission.

A. To represent SUC at various ministerial forums

B. To represent SUC at awards functions and ceremonies

C. To represent SUC in convocation ceremonies at national and international levels

D. To visit academic and non-academic institutions that have common interest in furthering the cause of education, training and innovation & entrepreneurship

E. To represent SUC at various community service programs at national and international level

F. To participate in media activities and promote the cause of SUC

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5. EXECUTIVE COUNCIL

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I. INTRODUCTION

The Executive Council 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 constitutes of the Chair of executive Council, who is the representative of the board and is a non-administrator in the University; Dean who is the Chair of the Academic Advisory Council and Head of Quality Assurance who is the Vice Chair of the Academic Advisory Council. The Executive council reports to the Founder President and they collectively update the Board of Governors on the progress of SUC's vision, mission, goals, strategies and the institutional Effectiveness System of SUC, planning & closing activities as well as representing SUC on various platforms.

COEC has a major role in ensuring the growth and development of SUC. As a representative of Board of governors, he is accountable to safe guard the interest of shareholders and stakeholders and provide guidelines to the operational heads of the university. Along with it, COEC also owns responsibility to respond to all the regulatory authorities concerning the conduct of SUC both nationally and internationally. COEC is supported by the EC which comprises of internal and external members nominated by COEC.

Dean as a Chair of AAC and HQA as Vice Chair of AAC are responsible for running the day to day operations of the University and they report to COEC on regular basis.

II. GOAL

i. To ensure the achievement of Vision and Mission of the Institution under the Strategic Direction of the BOG.
ii. To review and approve organizational development strategies
iii. To appoint and remove members of various committees as per the organization structure.
iv. To report progress of the University to the Board.
v. To review institutional planning and closing
vi. To review and approve new policies and existing policy changes
vii. To review the institutional effectiveness System and take decisions
viii. To evaluate the Committee Chairs and AAC members

III. CONSTITUTION OF EXECUTIVE COUNCIL

The Executive Council consists of the Chair of the Executive Council, who is nonexecutive member; Dean who is the chair of AAC, HQA who is the Vice Chair of AAC and who also hold administrative positions in SUC. The Chair of Executive Council receives practical industry and market related inputs from the external Advisory Council which comprises of Consultants, members from Corporate, Alumni, parents, Government Executives, Social Activists and academicians.

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IV. FUNCTIONS OF EC

a) The EC is responsible for evaluating the progress of SUC as per strategic plan based on the updates provided by AAC. The day to day operations of the SUC is assigned to the AAC under the chairmanship of Dean who have specific roles and responsibilities as per the organization chart. The COEC is empowered to act on behalf of the Board for quick decision and smooth functioning of the SUC.
b) The EC meets regularly to review the progress as per EC calendar, guide the AAC members and provide necessary directions for accomplishing the Vision and Mission of SUC.
c) The EC also reviews the planning activities of AAC, Committees and departments and their achievements during the closing of the academic year so as to assess the performance of these units.
d) The Executive council presents the performance of the organization to the Founder President who is the Chair of BOG thrice in a year during fall, spring and summer semester.
e) The Executive Council reviews and updates the Vision, mission and goals of the institution annually
f) The Executive Council regularly reviews HR operations including employee hiring and separation, goal setting, evaluation, employee compensation and benefits.
g) The Executive Council reviews and approves the annual institutional budget, risk management report, Fee structures, scholarships and refund policies of the Finance department
h) The Executive Council reviews the Institutional Effectiveness & Feedback reports, Fact book & Annual report and catalog
i) The Executive Council reviews the semester and annual planning and closing of Departments, committees and AAC members.

V. CHAIR OF THE EXECUTIVE COUNCIL

A. RESPONSIBILITIES OF COEC

The COEC is the representative of the Board and holds a non-administrative position in the University College. The Chair is responsible for representing and acting on the guidelines provided by the Board, and works towards implementation of the policies, strategies, annual business plan in local and increasing international presence, develop governmental and corporate relations, review of various accreditation processes, budgets, review expenditures, carryout reviews on effectiveness of the following:

a. The COEC reviews the progress of the institution time to time. Dean, HQA, AAC, Committees and departments ensure the operations are progressing as per the strategic plans, annual plans and departmental goals and objectives are achieved.
b. Presenting to the Board the progress of the Strategic plan, business plan implementation, Budgets, expenditure.

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c. The Executive Council Chair ensures that the Dean of the SUC along with AAC members maintains quality in the academic and administrative units as per set guidelines, ensures smooth functioning of all departments of SUC and review their policy and meets strategic requirements.
d. Works along with the Executive Council in the development and review of the various policies, strategies before it is presented to the board.
e. Reviews Performance and evaluation of the Academic and Administrative units on a periodical basis
f. Evaluates performance of goal setting of the AAC members as per the AAC evaluation guidelines
g. Development of international collaborations for the growth of SUC.
h. Liaising with various government and corporates institutions.
i. Review the development of the Learning support services and infrastructure requirement of the academic needs.
j. Carryout the financial review and submit reports on regular interval to the Chair of the Board and present the same in the Board meetings.
k. Approve and sign the financial transactions as per the budget approved by the board.
l. Sign official contracts, strategic partnerships, and employee appointment contracts as well as terminations.
m. Receive directly the reports of the institutional effectiveness department to make sure all quality parameters are followed and met within the institution.
n. Oversee progress of the accreditation processes.

B. DUTIES OF CHAIR OF EXECUTIVE COUNCIL

a. To call meetings of the Executive Council
b. To call meetings with AAC and Committees
c. To approve organizational development strategies and budgets
d. To appoint members of the executive council as well as the members of various committees as per the organization structure.
e. To maintain regular liaison with members of Executive Council.
f. To be the spokesperson and representative of the EC for any matter dealt with by the Board.
g. To evaluate the EC, Committee Chairs and AAC members

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C. AUTHORITY

COEC has an authority to ensure the guidelines of the Board are executed. During the process of execution, he has authority to propose modifications in the policy and procedures to meet the SUC goals. COEC approves changes or updates to strategic plans, operational plans, budgets, contracts and updates them to Board. COEC also provides guidelines to Dean for effective execution of operations.

COEC is also authorized for appointment and dismissal of employees, approval of new programs and courses, Approval of scholarships and budgets, constitute and dissolve committees and its members. COEC has authority to represent SUC at various forums and authorized to sign all government and bank related letters and documents.

D. REPORTING

COEC reports to the Board of Governors and presents the progress and reports of SUC. COEC conducts financial review and submit reports on regular interval to the Chair of the Board and present the same in the Board meetings which covers the following areas:

i. Achievement of institutional vision and mission
ii. Developmental activities
iii. Infrastructure
iv. Academic Programs
v. Expansion
vi. Budgets
vii. Financial reviews
viii. Summary of satisfaction and feedback
ix. Annual report and fact book

E. MAJOR FUNCTIONS OF COEC

The COEC has the responsibility to guide and review the institutional effectiveness and facilitate the operational heads to achieve the vision, mission and goals of the institution and suggest to the Board to revise the vision and mission in accordance to the changing nature of business environment around the world.

F. GUIDANCE TO INSTITUTION BASED ON INPUTS FROM BOG

COEC guides the institution on the following:

i. Growth, diversification and expansion
ii. Developing strategies and annual plans
iii. Approving all the operational plans
iv. Approving budgets of departments and committees
v. Ensuring periodical auditing of financial statements and evaluating risks and managing risks
vi. Starting or closing of new courses, colleges, faculties and degrees

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vii. Allocate funds for growth, diversification and expansion

viii. Reviewing status of institution and present it to the Founder President

ix. Reviewing status of institution every semester and recommend suggestions for improvement

G. BRAND BUILDING

The COEC shall represent SUC at various forums to build rapport with officials, community personnel and CEOs of various institutions so as to develop network that may help SUC to develop long term relationships and help in achieving its vision and mission.

G. To represent SUC at various ministerial forums

H. To represent SUC at awards functions and ceremonies

I. To represent SUC in convocation ceremonies at national and international levels

J. To visit academic and non-academic institutions that have common interest in furthering the cause of education, training and innovation & entrepreneurship

K. To represent SUC at various community service programs at national and international level

L. To participate in media activities and promote the cause of SUC

H. REVIEWS

a. REVIEW OF PLANNING AND CLOSING

EC reviews and approves the semester planning and closing reports and presentations of all departments, committees and Academic advisory Councils. EC provides direction to all departments, committees and Academic advisory Councils for the planning of their units for next academic year. EC reviews and approves the annual planning and closing files submitted by all departments, committees and Academic advisory Councils.

b. REVIEW OF AUDIT REPORTS

The QA Office conducts the following audits and submits the audit report to EC for review and approval:

1. Departmental audits
2. Audit of Curriculum, EMS-CMS, Fee structures, Scholarships, Refund policies and Calendar Management System on ERP

c. REVIEW OF PROGRESS OF AAC

EC reviews the progress of offices of Dean, HQA, HASS & Registrar and Head of Student Affairs twice in a semester and provides necessary guidelines time to time.

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d. REVIEW OF PROGRESS OF COMMITTEES

EC reviews the progress of Teaching, Research and community Services committee twice in a semester and provides necessary guidelines for improvement.

e. IE & FEEDBACK REVIEW

The IR & QA Office presents the Institutional Effectiveness Closing report along with Feedback Closing report to EC every semester for their review and decision making. The EC recommendations and suggestions are disseminated to concerned units for their implementation. The status of implementation is reported to EC at the end of the academic year.

f. HR REVIEW

The Executive Council reviews the HR operations including employee hiring and separation, goal setting & evaluation of AAC, Committees and Departments. The Executive Council reviews the grading scale, promotion and increments of all SUC employees.

g. FINANCIAL REVIEW

The Executive Council reviews and approves the overall institutional budget prepared by the Finance department in coordination with concerned Heads of departments and Committee chairs. The EC also reviews the risk management report of the institution and suggests appropriate course of action based on this report. The EC also reviews and approves fee structures, scholarship / fee waivers and refund policies for various programs submitted by Finance department.

VI. MEMBERS OF THE EXECUTIVE COUNCIL

A. RESPONSIBILITIES OF MEMBERS OF THE EXECUTIVE COUNCIL

i. To bring all academic and academic services issues relating to SUC for discussion and decision

ii. To formulate strategies for sustainable growth of SUC

iii. To approve the hiring, retention and termination of full time and part time faculty and staff.

iv. To make sure all procedure are followed as per UAE MOHSER accreditation standards and is responsible for maintaining and reviewing the accreditation status from time to time and comply with the state & federal regulations governing the educational institutions

v. To take decisions based on the review of semester and annual review of academic and academic support services operations

vi. To review documents / proposals for introducing new programs/courses/methodologies for meeting the needs of the time.

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vii. To review the Dean's recommendation report on creating opportunities for scholarly and professional growth of faculty members

viii. To review reports of all the AAC committees in terms of meeting the expectations of Academics in a given academic year

ix. To initiate Image building activities.

i. To represent SUC in all forums and MOHESR/CAA meetings regarding accreditation and institutional developmental activities.

B. APPOINTMENT & TERM OF EC MEMBERS

The internal members for the EC shall be Chair and Vice Chair of AAC who are appointed by virtue of their position upon approval of Board of Governors and the appointment shall continue by virtue of their positions.

C. SIZE AND COMPENSATION

COEC appoints the Chair and Vice Chair of AAC to the Executive Council by virtue of position**.**

D. CODE AND CONDUCT

All EC members are expected to fulfill their roles and responsibilities with the purpose of providing effective advises for effective governance of SUC with the highest standards of conduct. The purpose of the Code of Conduct is to foster a climate of honesty, truthfulness and integrity

i. Act honestly and in good faith with a view to the best interests of SUC.
ii. Exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.
iii. Ensure that their personal interest and their duty to SUC are not brought into conflict.
iv. Ensure that they do not obtain or receive, directly or indirectly, a personal profit, gain or benefit as a result of their relationship with SUC.
v. The members must declare a conflict of interest with respect to their responsibility as members.
vi. The members shall be familiar with the laws of UAE and broad policies of SUC so that the suggestions and recommendations are within the legal framework.
vii. Members shall be properly prepared for deliberations.
viii. Members of EC may not attempt to exercise individual authority over SUC except as explicitly set forth in SUC policies.
ix. Member of EC shall not disclose to others, or use to further his or her personal interests, confidential information acquired in the course of performing EC functions. "Confidential" will be defined as either any information marked "Confidential" or matters of a personal nature concerning an individual; confidential personnel matters.
x. Member of EC while interacting with the public, press or other entities must support decisions taken by the Board as a whole. If a member does not support the decision, he/she is expected, at a minimum, to remain neutral publicly.
xi. Member of EC shall ensure that unethical activities not covered or specifically prohibited by this code or any other legislation are neither encouraged nor condoned.

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E. RESIGNATION & REMOVAL

An external member shall resign by a written notice to COEC, which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice.
Any external member may be removed, at any time with or without cause or by 2/3 majority vote of the members. Members can be removed on non-performance or any grounds of integrity and acts that are in conflict with the interest of SUC.

VII. REPORTING

A. REPORTING OF COEC TO BOARD OF GOVERNORS

COEC presents to the Board the progress of the following:

i. Strategic plan
ii. Business plan implementation
iii. Budgets and expenditure
iv. Proposals for development of Programs and markets
v. Proposals for expansion and diversification
vi. Marketing Plans

B. REPORTING OF DEAN & CHAIR AAC TO COEC

i. Reports and presents to the COEC the progress of the Strategic plan, business plan implementation, Budgets, expenditure.
ii. Reports and presents the performance and evaluation of academics and administrative units as per policies
iii. Reports and presents the status of achievement of goals of SUC in all the spheres
iv. Reports and presents functioning and gaps of all AAC committees
v. Reports and presents the status of CPD and its achievement as per plan
vi. Reports and presents overall satisfaction levels of students, faculty and staff
vii. Reports and presents MOHESR and CAA documents prior to submission
viii. Reports and presents the status of articulation /MOU agreement with various bodies.

C. REPORTING OF AAC AND COMMITTEES TO EC

AAC members and Committee chairs presents the following to EC:

i. Semester planning and closing
ii. Annual planning and closing
iii. Goal setting presentation
iv. Semester wise review and achievement of goal setting

D. INPUTS FROM EXTERNAL CONSULTANTS AND ADVISORY MEMBERS

External consultants and Advisory Council members appointed by the Board of Governors shall provide their feedback related to Market scenario and key strategic changes required for development of the institution. The COEC summarizes these suggestions after discussion with EC and presents it to the Board of Governors for their approval.

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VIII. REVIEW OF PLANNING & CLOSING

A. SEMESTER PLANNING & CLOSING PRESENTATON

AAC, Committees and Departments present the Closing updates of their department and planning of the next Semester to EC for their review and inputs which is finally presented to all Faculty and Staff members upon approval by EC. The Semester planning and closing presentation includes the details about the completion status of the activities planned before the commencement of the semester, important statistics and major activities planned for the next upcoming semester.

B. ANNUAL PLANNING AND CLOSING

The Executive Council reviews the annual planning and closing of all AAC, Committees and Departments and suggests areas of improvement for the next academic year. The AAC, Committees and departments generally initiate their planning activities during the Spring semester each academic year.

IX. CALENDARS

The EC calendar includes the schedule of all major institutional reviews as follows:

a. Semester Planning and closing of AAC, committees and departments
b. Annual Planning and closing of AAC, committees and departments
c. Departmental monthly reviews
d. Mid semester reviews of AAC and committees
e. Vision, mission and goals review
f. Program review
g. IE Reviews
h. Feedback reviews
i. HR Reviews
j. Marketing planning and closing review
k. Budget review

X. REVIEW OF CHEDS

The Head of Administration, Registration and Examination collects the information required by CHEDS from concerned units in coordination with IR & QA Office every Fall and Spring semester. The initial meeting to review the CHEDS requirement is held by Head of Administration and HQA at least one month prior to the submission date. The compiled data is presented to EC for review and approval before it could be finally submitted to CHEDS.

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XI. IE & FEEDBACK REVIEW

The IR & QA Office presents the Institutional Effectiveness Closing report along with Feedback Closing report to EC every semester for their review and decision making. The EC recommendations and suggestions are disseminated to concerned units for their implementation. The status of implementation of these recommendations or suggestions is reported to EC at the end of the academic year.

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6. ADVISORY COUNCIL

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I. INTRODUCTION

Skyline University has an Advisory council in place that is responsible for advising COEC on changing trends and developments in the external business environment which influence the growth and sustainability of the institution in the regional and international context and also advise on directions for achieving financial stability of SUC in the long run.

The advisory council is expected to bring their vast experiences and interpretations of macro environmental dynamics and their influences on the organizations. These inputs shall help the Chair of Executive Council be able to juxtapose with the BOG directions and external consultant's inputs which help in aligning with the strategic plan of SUC for sustainable growth.

II. FORMATION OF ADVISORY COUNCIL

Advisory council is composed of personnel holding high ranking positions or heads of operations in government, corporate and recognized social organizations or repute. Also other stakeholders such as Alumni, Parents, Social activities and renowned academicians to get inputs from their work environments. External consultants form important elements to get tactical inputs external consultants important for the COEC advisory council. Chair of Executive Council is the chair of advisory council and carries out all the proceedings of the advisory council.

III. DUTIES OF CHAIR OF ADVISORY COUNCIL

i. To call meetings of the Advisory council.
ii. To preside over all meetings of the Council.
iii. To appoint members of Advisory council
iv. To maintain regular liaison with Advisory Council Members
v. To be the spokesperson and representative of the Council for any matter dealt with by the Board.
vi. To draw inferences from the inputs of advisory council and provide directions while formulating strategic directions
vii. To provide directions to the Dean for execution
viii. To nominate internal members to the Advisory Council
ix. To perform such other duties as determined by the Council

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II. EXTERNAL CONSULTANTS:

A. RESPONSIBILITIES OF THE EXTERNAL CONSULTANTS

The external consultants are appointed by the COEC and they do not hold any administrative responsibilities. The responsibilities of these external consultants are as follows:

i. To advise on all academic and academic services issues relating to SUC for discussion and decision
ii. To suggest strategic inputs for sustainable growth of SUC
iii. To review the Dean's recommendation report on creating opportunities for scholarly and professional growth of faculty members
iv. To evaluate industry trends and employment opportunities in the markets
v. To suggest Image building activities and gaining competitive advantage over other universities
vi. To identify new programs relevant to the industry and advise COEC

B. APPOINTMENT & TERM OF EXTERNAL CONSULTANTS

The external members of EC shall be appointed by the COEC. The appointment shall continue till the advisors wish to continue to hold the responsibility of the council however discontinuation may be based on the performance or till such time a letter of discontinuation is issued. The external advisory members shall be honorary appointments.

C. SIZE AND COMPENSATION

External members should represent 1 from Academic consultancy organization, 1 representative from industry.

III. ADVISORY MEMBERS:

Advisory members constitute of people from the industry i.e. Deputy Governors of Government organization and CEO of corporate, parents and alumni who from a committee to take input on the practical aspects of the business environment and relate it to the university progress and operations and strategic planning.

A. ROLES AND RESPONSIBILITIES

Advisory council members are responsible for sharing their valuable inputs on the changing trends in industry policies, virtual industry developments, skill and competency requirements among students and possible employment opportunities in the labor market.

To suggest areas of improvement so that SUC can have competitive advantage over others in the industry. 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.

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B. APPOINTMENT OF ADVISORY COUNCIL MEMBERS

The external members of Advisory Council shall be appointed by 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 is issued.

C. SIZE AND COMPENSATION

It shall typically made up of 1 representative from industry, 1 parent, 1 from student body, 1 alumni member and 1 from social organization.

D. RESPONSIBILITIES OF THE MEMBERS OF THE ADVISORY COUNCIL

The members of the Advisory Council are appointed by the COEC, as members of the Executive Council they do not hold any administrative responsibilities. The Advisory Council has a role to advise the Chair of 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 formulate 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 Advisory Council and contribute constructively.
ix. Each member is expected to attend at least 50 percent of the meetings.
x. In the event of absenting 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.

IV. ROLE OF THE ADVISORY COUNCIL

The 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.

The Advisory Council should provide some alternative inputs for the development of SUC. The Advisory Council enables SUC achieve the educational effectiveness, academic excellence and appropriate financial stability of the institution.

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V. MEMBERSHIP & ELIGIBILITY OF ADVISORY COUNCIL:

External members who are experts in their respective fields from Corporate, Governance, Community development activities, Alumni and have made significant contributions in their respective field.

VI. APPOINTMENT OR RENEWAL OF ADVISORY COUNCIL MEMBERS:

The Advisory council members shall be appointed if a vacancy occurs in the Council for any reason, including expansion of the Council, shall be filled by Chair of Advisory Council or on the recommendation of members for nominations. The nominations / renewals shall be approved by the Council members.

VII. TERM OF THE ADVISORY COUNCIL MEMBER:

The advisory members shall be appointed by COEC for a term of two years and 2/3rd members can be renewed based on their performance.

VIII. RESIGNATION & REMOVAL:

A member shall resign by a written notice to the chair of the Advisory Council which shall be effective upon receipt by the chair or at a subsequent time as set forth in the notice. Any member may be removed, at any time with or without cause, by 2/3 majority vote of the members.

IX. TIME, PLACE OF MEETING AND RECORDS:

The 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.

X. SPECIAL MEETINGS:

Special meetings of the Advisory Council may be called by the chair on the written request giving at least one week's time.

XI. DELIVERY OF AGENDA:

The Secretary shall mail or fax a copy of notice of meeting and the Agenda to each member of the Advisory Council at least one week prior to the date of the meeting.

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XII. CODE AND CONDUCT:

The Advisory Council members shall conduct in accordance with the duties and obligations as mentioned above and within the applicable laws of UAE.

The members shall contribute to fulfill their roles and responsibilities with the highest standards of conduct and integrity.
Member of 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.

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8. ACADEMIC AFFAIRS COUNCIL

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I. INTRODUCTION

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. It comprises of Dean who is Chair of AAC, HQA who is Vice Chair of AAC, Head of Academics, Head of Academic support Services & Registrar and Head of Student Affairs who are responsible for implementation of strategies on a yearly basis and also responsible for day to day operations of the University.

II. CONSTITUTION

The Academic Affairs Council consists of Dean who is Chair of AAC, HQA who is Vice Chair of AAC, Head of Academics, Head of Academic support Services & Registrar and Head of Student Affairs by virtue of their positions.

III. APPOINTMENT

The Members of the Academic Affairs Council are appointed by the BOG based on recommendations from the COEC and EC who withhold the responsibility of electing effective, knowledgeable and experienced Academic and Administrative Advisors working as a collective group to help improve academic and academic support services while addressing related issues that may impact the quality of the institution.

IV. FUNCTIONING

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 and Vice Chair of AAC. The AAC reports at regular interval the functioning of their respective units to the Vice Chair and the Chair of AAC. This process becomes an important source of feedback about the operations of the institution.

All operational decisions are taken at this level by the Chair and Vice Chair 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 of AAC & the Vice Chair of AAC 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.

Dean 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 along with the Vice Chair of AAC.

V. REPORTING AND PRESENTATION TO COEC

The Chair (Dean) and Vice Chair (HQA), HOA, HAS and HASS & Registrar of AAC report to COEC at regular intervals as per the calendar and highlights the planning and closing activities of the institution and provide updates on the progress of the institution as per the strategic plan. They also make presentations on semester and yearly planning and closing activities as per schedule.

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VI. COUNCIL MEMBERS

The brief description of each council member is given below and the details can be referred in the following pages of this document:

A. DEAN

To be Referred (Dean Below)

B. HEAD OF QUALITY ASSURANCE OFFICE:

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

C. HEAD OF ACADEMICS

Head of Academics is responsible for planning and executing the academic activities of the institution in collaboration with the Dean. He is also involved in providing guidelines to faculty and oversee their performance meets the academic standards of the institution. HOA also coordinates with the academic support services to ensure smooth operations that provides conducive learning environment.

D. HEAD OF ACADEMIC SUPPORT SERVICES (HASS) & REGISTRAR:

Registrar & Head of Academic Support Services of SUC is responsible to lead and manage the overall academic support functions of SUC in coordination with Dean, HQA, Chair of Academic Planning & Operations Committee and Head of Student Affairs. Registrar & HASS ensures academic services are provided to the students in the best possible manner, academic Support Operations are coordinated well and continuous professional & managerial development of academic support staff.

E. HEAD OF STUDENT AFFAIRS:

Head of Student Affairs at SUC oversees various services offered to students at SUC and supervise the conduct of student advising, counseling and student related activities thus supporting the academic and academic support services to achieve the Vision and mission of the institution. Head of Student Affairs is responsible for managing student advising and mentoring for smooth progression of students and receives student's complaints and takes necessary actions to address the student's grievances. Head of Student Affairs ensures the adherence of policy and procedures by all the students, staff and faculty to help SUC to achieve overall student satisfaction. Head of Student Affairs monitors students discipline in the campus and hostel facility and also ensures the safety and security of both facilities.

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SECTION 1A
POLICY AND PROCEDURE FOR DEAN

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SNO	DESCRIPTION	PAGE NO
I	INTRODUCTION	
II	GOALS	
III	OVERALL RESPONSIBILITIES	
IV	REVIEW OF DEPARTMENTAL POLICIES & REPORTS	
V	MEETING WITH THE COMMITTEE CHAIRS	
VI	COORDINATION WITH COEC FOR STRATEGIC PLANNING	
VII	COORDINATION WITH COEC & BOG FOR STRATEGIC DIRECTIONS	
VIII	LOCAL & INTERNATIONAL ACCREDITATION	
IX	ENHANCING INSTITUTIONAL BRAND IMAGE	
X	INSTITUTIONAL EFFECTIVENESS, FEEDBACK AND REVISING POLICY AND PROCEDURES	
XI	ACHIEVEMENT OF INSTITUTIONAL GOALS	
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XIV	REVIEW OF PUBLIC DISCLOSURE MATERIAL	1
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I. INTRODUCTION:

Dean handles all responsibilities pertaining to SUC operations and fulfills overall academic and related administrative responsibilities. The Dean shall also oversee and co-ordinate the academic affairs of the SUC, so that stipulated academic and academic support services standards are maintained & monitored. These actions shall ~~and~~ motivate employees to function efficiently & effectively. The Dean shall coordinate overall operations of the all departments, ensuring integrity within the guidelines of SUC, accreditation, state, federal and international regulation. The Dean provides leadership for Academic Advisory Council members, faculty members, staff, and students in meeting the institutional vision and mission of the SUC.

II. GOALS

a. To ensure the achievement of the Vision & Mission of SUC
b. To oversee the effectiveness of operations in different academic support services departments and committees
c. To ensure the effective implementation of IE Tools by all committees
d. To ensure the effective implementation of Feedback System
e. To exercise control and review progress over university activities
f. To oversee student enrollment, progression and satisfaction
g. To evaluate AAC, committees, faculty & staff performance
h. To update EC on the institutional performance
i. To liaison with and provide information to regulatory agencies and all stakeholders

III. STRATEGIC PLAN

The Dean 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. The Dean receives inputs from various sources within and outside regarding the needs of academic programs and the academic support service facilities required for the growth and development of SUC. These inputs are reviewed and necessary directions are given to be incorporated in the development of Institutional Strategic Plan. He also reviews the operations and based on the findings, suggests areas that need to be included in the strategic plan.

IV. ROLE OF DEAN

Dean is the custodian of the institution and responsible for achieving the strategic plan through the available resources. Dean 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. The progress of strategic plan is reviewed by the Dean on regular basis so as to ensure that all the departments adhere to the institutional policies. He also takes initiatives for providing infrastructure required for learning support services that enhances learning environment. He 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.

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V. RESPONSIBILITIES

A. Planning, implementing and reviewing Institutional Strategic plan
B. Development and implementation of Institutional policies and procedures
C. Review Ministry Submissions and Liaison with MOHESR and other officials for new programs and accreditations
D. Overall review and management of the different units through developing, implementing and reviewing Institutional effectiveness and feedback system
E. To achieve academic excellence and competitive advantage
F. Enhancing institutional Brand image
G. Approve functions of all committees
H. Facilitating AAC, faculty and staff development.
I. Maintaining quality control in all aspects of the university's academic programs and related activities.
J. Review, approve and sign Articulation agreements with local & international Universities
K. To finalize institutional recruitment and forward to COEC.
L. Approval of all plans including marketing plans and seat allocation, institutional Budgets, Risk Management and Institutional calendars
M. Approval of Student progression, retention and graduation
N. Plan, Implement and Review Employee Performance evaluation system and coordinate with HR for grievances handling.
O. Student Grievances handling with DAC.
P. Present the annual reports / fact books to the COEC
Q. Take responsibility for top line (revenue) and bottom line (net surplus) of SUC programs' operations with maximum negative variance of 10% of the yearly budget.

VI. DEAN'S KPIS

GOALS	OBJECTIVES	KPIs	BENCHMARK
To ensure the achievement of the Vision & Mission of SUC	To ensure growth & development of SUC	i. Introducing new academic programs ii. Geographical expansion iii. Attain University Status	As per strategic plan
	Review and facilitate SUC enrollment planning and monitor both top line (revenue stream) and bottom line (net surplus) from operations	Ensure optimum resource utilization by judicious allocation of resources	i. Annual targets finalized ii. 5%-10% above the previous enrollment / revenue iii. Not to exceed allocated budget
	Achieve academic excellence and competitive advantage	Achievement of LOs	BBA – 70% MBA - 80%
	Planning, implementing and reviewing Institutional Strategic plan	Minimize deviation from Strategic plan	Deviation not to exceed 10%

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	Development and implementation of Institutional policies and procedures	Minimize deviation from Policies and procedures	Deviation not to exceed 10%
	Enhancing institutional Brand image	No. of activities to promote institutional branding	At least 1 each covering: Events, Corporate Relations, Marketing, Teaching, Research, and Community Services)
	Achieving and maintaining appropriate accreditations for academic programs within the university.	i. Document preparation & submission for new courses ii. Responding to communication from MOHESR	i. As per strategic plan ii. As per MOHESR requirements
	Review, approve and sign Articulation agreements with local & international Universities	No. of agreements signed that add value to SUC	At least 3 in a year
To oversee the effectiveness of operations in different academic support services departments and committees	Overall review and management of the different academic support service units.	i. Compliance of planning and policy and procedures by different units ii. Ensuring timely reporting and implementation of decisions	90%
	Recruitment of faculty and staff, maintaining and development.	i. Planning & maintaining diversity ii. Maintaining part time full time ratio iii. Employee Satisfaction iv. Suggest areas of development for faculty and staff	i. Deviation not more than 10% ii. As per policy (100%) iii. ≥ 80% iv. 2 each for faculty & staff (1per semester. Focus should be creating SUC open culture)
	Review and approve functions of all committees.	Timely review & approval of proposed activities & suggestions	As per Committee's calendar
To ensure the effective implementation of	Developing, implementing and reviewing Institutional	Timely review & approval of	100%achievement of IE calendar

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IE Tools by all committees	effectiveness system and Maintaining quality control in all aspects of the university	proposed suggestion	Minimum 80% achievement of each tool
To ensure the effective implementation of Feedback System	Review and approve feedback for Academic and Academic Support Services	Timely review of Feedback results and suggestions for improvements	100% of the planned feedbacks
To exercise control and review progress over university activities	Managing AAC, Faculty and Academic Support services through regular reviews	1. No. of review meetings to assess the progress of Teaching, Research and Community Services in comparison with plan 2. No of review meetings to assess the progress of HOA,HQA, HSA,HASS and Registrar, academic support services departments	1. Beginning, mid and end of semester 2. Monthly once
To oversee student enrollment, progression and satisfaction	To balance student enrollment in accordance with the strategic plan	Minimize deviation from strategic plan	Max 20%
	Approval of Student progression, retention and graduation	Student Graduation	At least 85%
	To ensure maintenance of student satisfaction levels with respect to SUC academics and Academic Support Services	i. Student Satisfaction	At least 80%
	To review Academic Advising reports	ii. Review of advising reports	Every semester- in the beginning of next semester
To evaluate AAC, faculty & staff performance	To review and recommend retention, promotion and separation of employees based on AAC,FES & SES	Plan, Implement and Review Employee Performance evaluation system	As per AAC, FES & SES calendar
	To carry out orientation for guiding & motivating the employees	No. of orientations	2 (1 in each semester)

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To update EC on the institutional performance	To review and present the annual reports / fact books to the COEC	Timely presentation	As per calendar
	To review and present the Institutional Effectiveness Report, Feedback, Annual Report, Fact Book, Yearend closing and planning	Timely presentation	As per calendar
To liaison with and provide information to regulatory agencies and all stakeholders	To approve all public disclosure documents	Timely approvals	As and when required

VII. REVIEW OF DEPARTMENTAL POLICIES & REPORTS

The Dean reviews the planning and closing reports submitted by all the committees and departments and gives his recommendations for the betterment of the institutional operations and functioning. These reports are:

A. Annual / monthly Planning
B. Monthly Report
C. Semester Report
D. Closing Report

After reviewing these reports, the Dean discusses gaps identified in different units and puts them forth in the meeting with Executive Council for appropriate decision making. The recommendations or suggested improvements by the EC are then forwarded to respective units for taking necessary action.

VIII. MEETING WITH THE COMMITTEE CHAIRS

The Dean conducts regular meetings with all the heads of the departments and the chairs of the committees as per the calendar to assess the progress of the institutional functioning as per the plan. In the process the Dean shall guide and recommend areas of improvements to the teams. The proceedings of the meeting are recorded for further discussions with the EC for necessary actions. The committees and departments guided by the Dean are as follows:

A. TEACHING EFFECTIVENESS COMMITTEE

Dean meets the Chair of Teaching Effectiveness committee at the start, middle and end of every semester and reviews the progress of the Committee work and its functions as stipulated in the annual plan, goals and objectives.

The Dean provides the committee necessary guidelines and approval as and when required and discusses the meeting updates with the Executive Council for further decision making. Dean shall review the progress and achievement of KPIs as per the structure of the committee.

B. COMMUNITY SERVICES COMMITTEE

Dean meets the Chair of Community Services Committee at the start, middle and end of every semester and reviews the progress of the Committees' activities as stipulated in the annual plan, goals and objectives. Dean reviews the list of nominations for the Services Awards under Faculty, staff and students category submitted by Chair of Services Committee and makes

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necessary recommendations. He discusses the major updates of this committee with the Executive Council for further decision making or recommending a course of action to the Committee. Dean shall review the progress and achievement of KPIs as per the structure of the committee.

C. RESEARCH COMMITTEE

Dean meets the Chair of Research Committee at the start, middle and end of every semester and reviews the progress of the Committees' activities as stipulated in the annual plan, goals and objectives

Dean reviews the faculty member's application for conference participation, which were reviewed and recommended by the Research Committee and communicates his decision on approval of application to HR department.

The Research Committee evaluates the performance of faculty members in Research, Conference participation and publication and nominates a faculty member for outstanding performance in Research. The recommendation for best research award is forwarded by Chair of Research Committee to Dean for his approval.

Dean shall review the progress and achievement of KPIs as per the structure of the committee.

D. ACADEMIC PLANNING & OPERATIONS COMMITTEE

Dean meets the Chair of Academic Planning& Operations Committee at the start, middle and end of every semester and reviews the progress of the Committees' activities as stipulated in the annual plan, goals and objectives.

Dean reviews the progress of the Committee in academic planning, planning of programs & planning of learning resources and provides them the necessary inputs. Dean shall review the progress and achievement of KPIs as per the structure of the committee.

E. REGISTRAR AND HASS

Dean meets the Registrar each month and reviews the progress of the activities related to Administration, Registration, Examination and all the other academic support services departments. Dean provides the necessary approval required and discusses the meeting updates with the Executive Council for further decision making. Dean shall review the progress and achievement of KPIs as per the structure of the committee.

F. HQA

Dean meets the Head of Quality Assurance at the start, middle and end of every semester and reviews the progress of the activities related to Feedback, IE Committee, Departmental Audits, Ministry documentation, CHEDS data submission, annual reports and fact book. Dean provides the necessary approval required and discusses the meeting updates with the Executive Council for further decision making. Dean shall review the progress and achievement of KPIs as per the structure of the committee.

Dean reviews final strategic plan and presents it to EC.

G. HSA

Dean meets the Head of Student Affairs each month and reviews the progress of the activities related to Advising and Mentoring, Counseling, Events, Student Satisfaction and feedback, Student integration into the Universities with various sections, Student Orientation, Sports and Hostel and International Students.. Dean provides the necessary approval required and discusses the meeting updates with the Executive Council for further decision making. Dean shall review the progress and achievement of KPIs as per the structure of the committee.

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IX. COORDINATION WITH COEC FOR STRATEGIC PLANNING

Dean is the main interlocutor between the AAC and EC/BOG in capacity of the Chair of the AAC. Dean reviews the Strategic Plan developed by the Quality Assurance Department and provides his feedback on this plan which is finally sent to BOG for the approval. Dean informs the Strategic Planning Committee about the recommendations or suggestions provided by BOG on the strategic Plan submitted. Dean disseminates the approved strategic plan to all the academic and academic support services units.

Revisions in the Strategic Plan which are being brought about by the Strategic Planning Committee after identifying the gaps in the current plan are also forwarded to Dean for his review and feedback. Dean finally sends these updates to BOG for their review and approval.

Dean reviews the operational activities and progression with EC of the following on monthly and semester basis:

i. Strategic Direction
ii. New Programs
iii. Budget
iv. Seat Allocation
v. Enrollment Management
vi. Overall Performance of the individual units

X. COORDINATION WITH COEC & BOG FOR STRATEGIC DIRECTIONS

Dean submits the overall progress of Institutional Effectiveness performance to the EC and after approval from EC the same will be presented to the BOG and receives the strategic directions if any which will be disseminated to the various functional departments of the institution and gives necessary guidelines for preparing the annual strategic / annual plan. Dean oversees the preparation and implementation of New Programs, budget, seat allocation, enrollment Management. Overall Performance of the individual units are reviewed and incorporated in the presentation to BOG.

XI. LOCAL & INTERNATIONAL ACCREDITATION

It is the responsibility of the Dean to make sure all institutional procedures are followed as per UAE MOHSER accreditation standards. Dean reviews the accreditation status from time to time and complies with the state & federal regulations governing the educational institutions

Dean reviews the international accreditation agencies identified by the Strategic Planning committee, evaluates its significance to the institution and provides appropriate feedback to the Chair of Strategic Planning Committee. Dean also reviews and approves the documents developed by the Strategic Planning committee for the accreditation purpose.

Dean also represents SUC in all forums and MOHESR/CAA meetings regarding accreditation and institutional developmental activities.

XII. ENHANCING INSTITUTIONAL BRAND IMAGE

Role of Dean is to enhance the institutional Brand image through establishing, implementing and maintaining internal policies and procedures so as to achieve the institutional effectiveness in its academic and academic support service operations.

Dean also evaluates the internal and external feedback and recommends improvements so as to reach higher institutional effectiveness levels and thus enable institutional branding.

Liaison with Corporate and other Academic and Non-Academic Institutions and showcase the achievements of SUC and collaborate with them to organize joint activities in the field of training & development, projects, research and Community services through articulation / MOU agreements

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XIII. INSTITUTIONAL EFFECTIVENESS, FEEDBACK AND REVISING POLICY AND PROCEDURES

Dean reviews the institutional effectiveness through the feedback received from direct and indirect sources. Based on this feedback reviews, Dean highlights the gaps and recommends improvements or corrective factors in the policy and procedures which needs revision.

Dean also guides the QA Office for establishing internal benchmarking and approves the external benchmarks which are appropriate to the SUC so as to compare the institutional performance to the predetermined internal and external benchmark.

XIV. ACHIEVEMENT OF INSTITUTIONAL GOALS

Dean participates with the Academic Affairs council (AAC) in the development of academic standards and supports those standards in all interactions with respective chairs of different units under AAC.

Dean evaluates the performance of Academic Affairs Council and Academic Support Services Units in achieving all the Institutional Goals.

XV. ORIENTATION

A. AAC Orientation

Dean orients all AAC committee at the beginning of the academic year which provides guidelines for accomplishing the committee KPIs during the academic year. This orientation also includes the status of achievements and gaps of the committee during the previous academic year and suggestions for improvement are recommended.

B. All Faculty & Staff

Dean provides general orientation to all faculty members at the beginning of the academic year which provides guidelines for accomplishing during the academic year. This orientation also includes the status of achievements and gaps of the previous academic year.

C. New Faculty & Staff

Dean orients new faculty and staff so as to enable them to be inducted into the institution and understand the institutional vision, mission and goals and their roles and responsibilities to achieve the vision of the institution.

D. New Students

Dean orients students about BBA & MBA programs and the role of SUC in accomplishing its vision. He also covers the roles and responsibilities of students and the expected academic rigor to meet the SUC vision.

XVI. REVIEW OF CHEDS SUBMISSION

Dean is the final authority to review and approve the submission of CHEDS data as per the requirement.

XVII. REVIEW OF PUBLIC DISCLOSURE MATERIAL

Dean reviews and approves all the public disclosure materials such as catalog, website contents, Fact book & annual report.

XVIII. ANNUAL PLANNING

The Dean's office plans the activities for the forthcoming academic year and develops documents required for functioning of Dean's Office during the complete academic year. The planning for next academic year is generally initiated during the Spring semester.

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XIX. SEMESTER PLANNING & CLOSING PRESENTATON

Dean presents the closing updates of Dean's Office of current semester and planning of the next Semester to EC and all employees at the end of every semester, which includes the details about the completion status of the activities planned before the commencement of the semester, important statistics and major activities planned for the next upcoming semester.

XX. FACT FILE

Dean reviews the institutional fact file and makes his recommendations for any amendments if necessary.

XXI. CALENDARS

Dean's calendar includes the planning of year round activities including a schedule of the planned activities. The calendar is submitted in the planning file of the Dean's Office. The calendars are uploaded on the calendar Management System which enables the Dean's Office to keep track of their planned activities and complete them in a timely manner.

XXII. IE TOOLS

The Dean's Office is responsible for the submission of following IE Committee reports to QA Office:

i. AAC Monthly semester report review Committee
ii. Academic Advising
iii. Academic Faculty Feedback Review Committee
iv. Accreditation Committee reporting Format
v. IE Committee
vi. Program Review Format
vii. Quality Check Committee
viii. Revisit of Organization Chart
ix. Revisit of Strategic Plan
x. Revisit of Vision Mission program goals and objectives
xi. TOC Committee

XXIII. BUDGET

Dean reviews and approves the overall institutional budget, overall institutional revenue statements and expenditures and all departmental budgets. Dean also proposes budget for PR, academic and academic support services development.

XXIV. EVALUATION

A. DEAN

i. Founder President and COEC evaluates the overall performance of Dean based on the goals, overall functioning of the SUC in achieving its objectives.
ii. Functional Heads, Committee Chair evaluate Dean based on the formal and informal inputs received from various sources (As per questionnaire).
iii. Faculty members also evaluate Dean as per the questionnaire.
iv. Apart from the operational evaluation, Dean is also evaluated as per Faculty evaluation System.

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Dean's Evaluation components are given below:

S. No	Component	Weights
1	COEC/FP EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING	20
2	AAC MEMBERS AND COMMITTEE CHAIRS	20
3	FACULTY MEMBERS	10
4	SELF EVALUATION	5
5	OVERALL STUDENTS FEEDBACK	5
6	FES – TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	20
7	FES – RESEARCH AND PROFESSIONAL DEVELOPMENT(AS PER FES CRITERIA)	20
	Overall	**100**

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SECTION 1B
POLICY AND PROCEDURE FOR HEAD OF QUALITY ASSURANCE

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SL. NO.	DESCRIPTION	PAGE NO.
I	INTRODUCTION	
II	GOALS	
III	KPIS	
IV	STRATEGIC PLAN COMPONENT	
V	OVERALL RESPONSIBILITIES	
VI	COMMITTEE SPECIFIC POLICY & PROCEDURES	
	A. INSTITUTIONAL PLANNING	
	B. PERFORMANCE EVALUATION SYSTEM	
	C. RECORD OF EVAULATIONS	
	D. QUALITY AUDITING	
	E. REVIEW OF FEEDBACK REPORTS	
	F. ACCREDITATION PROCESS	
	G. REVIEW AND MONITORING OF POLICY AND PROCEDURE	
	H. QUALITY ENHANCEMENT	
VII	ORIENTATION	
VIII	FACT FILE	
IX	CALENDARS	
X	REVIEW OF CHEDS	
XI	INTERDEPARTMENTAL AND COMMITTEE REQUIREMENTS	
XII	ANNUAL PLANNING	
XIII	SEMESTER PLANNING & CLOSING PRESENTATON	
XIV	AUDIT	
XV	IE TOOLS	
XVI	FEEDBACK	
XVII	BUDGET	
XVIII	EVALUATION	

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I. INTRODUCTION

Head of Quality Assurance is the Vice Chair of AAC and oversees the functions of Institutional Research & Quality Assurance Office which is a vital unit to improve and maintain the institutional effectiveness by introducing best practices that help the institution to achieve desired quality standards in academics and academic support services. This unit also completes the preparation of documents for accreditation, application for new programs, ranking, listing, articulation, etc. and assists departments and committees in preparing the policy and procedure. It undertakes the responsibility of designing, electing and evaluating the Feedback system of the institution and provides inputs to the decision makers. It is also aimed at determining the best practices that help in enhancing quality in academics and academic support services and internal benchmark. Head of Quality Assurance Office, as a member of EC supports the implementation of overall strategies of the institution and support Dean in day to day operations of the University.

II. GOALS

i. To review quality standards for fulfilling the SUC Vision and Mission
ii. To develop and review strategic plan
iii. Assist departments and committees in planning and closing
iv. Evaluate Institutional Effectiveness& Feedback
v. Evaluate academic performance
vi. Provide information to external agencies
vii. Facilitate employee performance evaluation system
viii. Provide orientation to faculty & staff

III. KPIS OF HQA

GOAL	OBJECTIVES	KPIS	Frequency
To review quality standards for fulfilling the SUC Vision and Mission	To review the vision, mission statements and update	Update of Vision and mission and tracking changes with evidences	Annually and as & when diversification or expansion needs arise
	To analyze the progress of SUC towards its vision and mission		
	To identify gaps and suggest recommendations	Along with the review	
To develop and review strategic plan	To prepare & present strategic plan to Dean & EC for review	Presentation of Strategic Plan to EC	i. Annually ii. Within 1 month post submission of the final draft
	Review & update of strategic plan	Strategic Plan Review	
	To identify the gaps and suggest recommendations	Annual review of strategic plan	100%
Assist departments and committees in planning and closing	To formulate, review, analyze and disseminate policies	Review of Policy Manuals	Annually
	To develop and review reporting formats	Update report formats	

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	To Audit all the reports of departments and committees	Submission of audit report	As per calendar
	Identify gaps and suggest recommendations	Along with the reports	As per calendar
Evaluate Institutional Effectiveness& Feedback	To review IE Reports	Timely review	As per calendar
	To review internal and external feedback reports		
	To develop and modify the survey / feedback tools helpful in gathering appropriate information for measuring institutional effectiveness	Review of feedback & Evaluation forms	As per calendar
	To measure Institutional performance and present it in the form of fact book and annual report	Timely preparation of Fact Book & Annual Report	Annually
	Identify gaps and suggest recommendations	Along with review reports	Annually
Evaluate academic performance	To review course files	Timely review every semester	Within one month of submission
	To measure and map Program Learning Outcomes and Course Learning Outcomes achievement	Submission of report on achievement of Program Objectives (Direct & Indirect measures)	As per calendar
	To evaluate academic teaching strategies	Review of new teaching methods adopted through course files or pilot studies	Every semester
	To review course equivalencies for TOC and articulation	Review of course equivalencies	As per requirement
	To initiate the Program review process and update the syllabuses and curriculum once in every 4 years	i. Review of CDDs ii. Update of curriculum	i. Annually ii. Once in 4 years
Provide information to external agencies	To prepare self-studies and other documents related to data requirements for MOHESR, CHEDS, international accreditation and ranking agencies	i. Document submission to MOHESR ii. Data submission to CHEDS iii. Data submission to International agencies	i. As and when needed ii. As per submission calendar iii. As and when needed

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Facilitate employee performance evaluation system	To plan, develop and review the employee performance evaluation system	Review and update FES, SES, AAC and BOG evaluation system	Annually
	To prepare individual employee performance evaluation sheet	Compiling overall performance evaluation sheet for each employee	Annually
Provide orientation to faculty & staff	To orient faculty on academic quality standards, course file feedback, IE tools,	No. of orientations on quality standards No. of orientations on IE Tools	1 at the semester end Start of the academic year
	To orient IE chairs and departments on all IE Tools, CHEDS and policy & procedure compliance	No. of orientations	Once in a Semester

IV. STRATEGIC PLAN COMPONENT

The Head of Quality Assurance facilitates the development of the Institutional Strategic Plan which consists of specific long-term directions in line with the vision, mission and purposes of the University after thorough analysis of it's strengths, weaknesses, opportunities and threats. It consists of the planning of strategic directions for a five year period.

The Strategic Plan of SUC is divided into following three major components:

1. To define strategic directions
2. To determine strategic goals
3. To specify strategic initiatives to achieve the set strategic direction.

The Quality Assurance Office in coordination with the COEC's Office conducts a through auditing of its previous strategic plan target Vs achievements in relation to its capabilities and the external constraints. The internal capabilities and its gaps are assessed continuously through the Institutional Effectiveness (IE) tools which are documented on a semester basis. Evaluation of the IE tools gives an understanding of operational strengths & weaknesses and provides directions for the areas of development. Based on these inputs appropriate decisions are taken during the review of the Strategic Plan which further provides inputs for the next Strategic Plan.

V. OVERALL RESPONSIBILITIES

A. To oversee operations of IR and Quality Assurance department
B. To liaise with all academic and academic support services departments and report to the Dean on all issues relating to institutional effectiveness and feedback
C. To develop policy, procedures and Tools as per MOHE guidelines in coordination with Dean HOA, HSA , HASS & Registrar and other departments
D. To review IE manual, allocation of IE committees and provide orientation to IE Committee Chairs

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E. To review and develop various feedback tools and provide suggestions to improve feedback quality
F. To review Feedback & IE reports and provide comments
G. To prepare the Strategic Planning for Academic and Academic Support Services for institutional development and growth.
H. To assist in designing and evaluating Learning outcomes, preparing matrix, review and fulfill QF emirates requirements of CAA.
I. To evaluate the Learning outcomes
J. To review of the Organization & Employee evaluation System with respect to goal, objective, KPIs and benchmark
K. To review the training manuals and Job Descriptions of each employee
L. To coordinate with academic and academic support services for meeting MOHE standards and work in coordination with Dean to complete accreditation documentation and replies.
M. To review the CHEDS data before final submission
N. To audit academic and academic support services for adherence of Policy & procedures
O. To review catalogs, annual report, brochures, handbooks, presentations, etc.
P. Overall serve as internal auditor for all SUC systems and process at arm's length distance from each unit for functioning independently

VI. COMMITTEE SPECIFIC POLICY & PROCEDURES

A. INSTITUTIONAL PLANNING

i. Strategic Plan
HQA is responsible to prepare the strategic plan based on the strategic directions received from the BOG and EC.

ii. Annual Planning
HQA reviews all the departmental plans and coordinates with Dean and EC to prepare the annual plan of the Institution.

iii. Institutional Effectiveness System Planning
HQA is responsible to prepares the Instituitional Effectiveness & Feedback Planning.

iv. Dissemination
HQA ensures dissemination of all the plans to the respective departments and committees

B. PERFORMANCE EVALUATION SYSTEM

HQA is responsible for gathering the performance evaluation inputs from all the committees and deprtments so as to develop, review, identify gaps and update the performance evaluation system after the annual closing. The Performance Evaluation System inlcudes following:

i. BOG
ii. AAC
iii. FES
iv. SES

C. RECORD OF EVAULATIONS

QA maintains records of all the institutional evaluations carried out during academic year both in the soft and hard copies. The records are made avialable to the BOG, EC and Dean as a part of reporting. For all other internal and external stakeholders, only appropriate information will be disseminated as requested.

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D. QUALITY AUDITING

HQA audits and reviews various institutional Effectiveness tools with respect to adherence to the planned processes, procedures, developments and facilitates inputs for appropriate decision making by the Dean, Executive Council and Board of Governors.

i. ACADEMIC AUDIT

HQA reviews the course files which have been verified by Teaching Effectiveness Committee for its completion, contents, teaching material, design of assessment tools in line with the learning outcomes, quality of course report, etc. The files which do not comply with the MOHESR standards are sent back to the Teaching Effectiveness Committee for necessary action.

ii. DEPARTMENTAL REPORTS AUDIT

The Head of Quality Assurance Office conducts the departmental audits which include audit of departmental reports, records maintained and compliance of policies and procedures by the departments as per the audit calendar.

An audit report is generated which consists of the gaps identified and presented to the Executive Council for decision making. The Executive Council suggests corrective actions and advises the timeframe for implementation of action.

iii. EXAMINATION AUDIT

HQA is also responsible for conducting the quality check of midterm and final exam papers and makes suggestions for modification in the question paper so as to enable the faculty members to meet the learning outcome requirements of each course.

E. REVIEW OF FEEDBACK REPORTS

The Head of Quality Assurance Office reviews the feedback reports, identifies gaps, provide comments and presents the review report to the Executive Council. The Executive Council reviews these and suggests corrective actions along with the timeframe for implementation and review the status of implementation.

F. ACCREDITATION PROCESS

HQA assists the documentation for the accreditation process which includes responding to Ministry recommendations, applying for accreditation of new programs, reaccreditation and renewal of licensure. HQA regularly keeps track of any changes in the MOHESR standards and reviews its impact on the institutional policy and procedures. HQA ensures that all the important documents of the Institution are amended as per the changes in the standards set by the MOHESR.

G. REVIEW AND MONITORING OF POLICY AND PROCEDURE

HQA reviews the policy and procedures of all the departments annually and provides guidance on updating them based on the requirements of MOHESR or operational issues and the strategic directions.

H. QUALITY ENHANCEMENT

HQA ensures the continuous enhancement of the quality of services and reviews the specified standards or benchmarks to meet the vision of quality enhancement in all areas of Academics and Academic Support Services.

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VII. ORIENTATION

A. QA Presentation to New faculty and Staff

HQA orients new faculty and staff members on the various activities of the Quality Assurance department and the data requirements from different units for institutional effectiveness.

B. Orientation on IE committees to IE committee chair

The responsibility of data submission for Institutional Effectiveness is handed over to different committee chairs assigned. HQA provides orientation to these chairs on the data submission requirements at the time of handing over the committees to them.

C. Semester Orientation

HQA briefs all the faculty and staff members on the major activities of the department accomplished during a semester and their planning for the coming semester.

D. Annual Planning and Closing

QA submits the annual closing and planning of all activities to Dean at the end of the academic year. The highlights of the year's activities will be presented help understand and evaluate the status of the progress of annual planning and short comings. So that necessary decisions can be taken.

VIII. FACT FILE

QA and IRO prepares the fact file of the institution which encompasses actual status of the institution. Various academic and academic support services and its factual status are presented to the Dean who in turn presents to the EC and the board.

IX. CALENDARS (LINKED TO IR & QA)

The calendars of Head Quality Assurance are as follows:

i. Faculty Orientation and Training Workshop Calendar
ii. Staff Orientation and Training Workshop Calendar
iii. IE Tools Review
iv. Feedbacks Review
v. Course File
vi. Annual Reports
vii. LO Review
viii. Strategic Plan Review (Annual & Mid-Year)
ix. MOHESR Review Calendar
x. FES, SES, AAC, BOG Evaluation Review Calendar

X. REVIEW OF CHEDS SUBMISSION

CHEDS data is submitted twice annually once during fall and spring. The data requirement is submitted as per pre-determined format. Timely submission of accurate data is the only criteria which will be reflected in fact file.

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V. INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS

A. AAC & Committees

i. All reports and presentations
ii. Planning and closing file submission
iii. Fact file
iv. Strategic plan inputs

B. Departments

i. Monthly Report
ii. Semester Report
iii. Planning and closing file submission
iv. Fact file
v. Strategic plan inputs
vi. Documents for audit

VI. ANNUAL PLANNING

The Head of Quality Assurance Office plans the activities of this office for the complete academic year. The planning for next academic year is generally initiated during the Spring semester of the current academic year. Planning includes review and update of all documents required for the smooth functioning of the Office.

VII. SEMESTER PLANNING & CLOSING PRESENTATON

The Head of Quality Assurance Office presents the Closing updates and planning of the next Semester to all Faculty and Staff members at the end of every semester, which includes the details about the completion status of the activities planned before the commencement of the semester, important statistics and major activities planned for the next upcoming semester.

VIII. AUDIT

The QA Office conducts the audit of various reports and activities of departments and committees and develops audit report. The Head of Quality Assurance Office reviews the audits reports and forwards the audit reports to EC along with gaps identified and recommendations. The approved audit reports and the corrective actions are sent to the concerned departments and committees for implementation.

XI. IE TOOLS

HQA oversees the completion of report of the following committees as a Chair which are under his purview:

A. IE Committee
B. Feedback Committee
C. Academic and Academic Support Services Monthly report review Committee
D. Program Review/Revisit Committee
E. Accreditation Committee
F. Revisit of Organization Chart Committee
G. Re–visit of Vision, Mission, Purpose, Program Goals and Department Goals Committee
H. Re–visit of Strategic Plan Committee
I. Quality Audit Committee
J. Fact Book and Annual Report Committee

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XII. FEEDBACK

HQA shall review all the academic and academic support services feedback as per schedule and provide inputs to EC for necessary actions during academic year at the end of each semester.

XIII. BUDGET

The IR & QA Office along with Head of Quality Assurance proposes the budget for an academic year before the start of that academic year to the Finance Department. The budget is then reviewed by Finance department and amendments made wherever required. The budget generally covers expected expenses on association memberships, statistical tools to be procured and research activities. The budget is finalized each year in the month of July/August for the next academic year

The budget of Institutional Research and Quality Assurance Office comprises of following components:

i. Academic Quality based agencies / Associations memberships
ii. Statistical Tools
iii. Participation In Conferences / Workshops
iv. Research And Survey & Publications
v. Other Activities:

XIV. EVALUATION

HEAD OF QUALITY ASSURANCE

i. COEC and Dean evaluates the overall performance of HQA based on the achievement of goals.
ii. Functional Heads, Committee Chairs evaluate HQA based on the formal and informal inputs received from various sources (As per questionnaire).
iii. Faculty members also evaluate HQA as per the questionnaire.
iv. Apart from the operational evaluation, HQA is also evaluated as per Faculty evaluation System.

HQA's Evaluation components are given below:

S. No	Component	Weights
1	COEC AND DEAN EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING	20
2	DEAN	20
3	HOA,HASS & HSA	5
4	FACULTY MEMBERS AND REPORTING HODs	10
5	SELF EVALUATION	5
6	FES – TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	20
7	FES – RESEARCH AND PROFESSIONAL DEVELOPMENT(AS PER FES CRITERIA)	20
	Overall	**100**

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SECTION 1C
POLICY AND PROCEDURE FOR HEAD OF ACADEMICS

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SNO	DESCRIPTION	PAGE NO
I	INTRODUCTION	
II	GOALS, OBJECTIVES, KPIs	
III	RESPONSIBILITIES OF HOA	
IV	FUNCTIONS OF HEAD OF ACADEMICS	
	A. REVIEW AND PLAN ACADEMIC STRATEGIES	
	B. REVIEW AND PREPARE ACADEMIC PLAN	
	C. PLAN ACADEMIC OPERATIONS EFFECTIVELY AND EFFICIENTLY	
	D. PLAN & RECOMMEND ACADEMIC FACULTY REQUIREMENT	
	E. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS, AS PER MOHESR STANDARD IMPLEMENTATION	
	F. COURSE CDP PREPARATION AND GROUP LEADER ALLOCATION	
	G. FACULTY ALLOCATION FOR VARIOUS ACADEMIC TASKS	
	H. REVIEW & PLANNING OF LEARNING RESOURCES - LIBRARY	
	I. REVIEWING & PLANNING OF LEARNING RESOURCES - IT	
	J. PROVIDE INPUTS REGARDING CURRENT AND FUTURE TRENDS FOR ACADEMIC EXCELLENCE	
	L. COORDINATION WITH IR & QA OFFICE	
	M. COORDINATION WITH MEDIA AND COMMUNICATION	
V	ORIENTATION	
	A. ACADEMIC ORIENTATION TO NEW & CONTINUING STUDENTS	
	B. ORIENTATION TO NEW FACULTY MEMBERS	
	C. NEW STUDENTS	
VI	ANNUAL PLANNING	

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VII	SEMESTER PLANNING & CLOSING PRESENTATON	
VIII	AUDIT	
IX	FACT FILE	
X	CALENDARS	
XI	CHECK LIST	
XII	WEBSITE, PORTAL & FAQ	
XIII	NOTICE BOARDS	
XIV	SUBMISSION TO CHEDS	
XV	IE TOOLS	
XVI	BUDGET	
XVII	EVALUATION	

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I. INTRODUCTION

Head of Academics is responsible for planning and executing the academic activities of the institution in collaboration with the Dean. He is also involved in providing guidelines to faculty and oversee their performance meets the academic standards of the institution. HOA also coordinates with the academic support services to ensure smooth operations that provides conducive learning environment.

HOA is responsible for preparing the academic plan for Programs to achieve the vision and mission of SUC. This exercise is carried out as per the strategic directions and the gaps identified after analyzing previous academic operations. Based on the academic planning, yearly, semester and Quarter operation plans for academics, learning resources and human resources are prepared which are further disseminated to respective departments for implementation. The Head of Academics is also responsible for planning and conducting professional training courses under Centre for Professional Development. HOA also coordinates with IR and QA office in maintaining academic standards as per MOHESR and coordinate in the accreditation process and development of new academic programs. HOA explores the possibilities of developing SUC academic standards in line with the national / international academic standards.

II. GOALS AND OBJECTIVES

GOALS	OBJECTIVES	KPI'S	BENCHMARK
To plan Academic operations	To prepare academic plan and review	i. Program planning, Course allocation, ii. **Dissertation, Internship and Group Leader Allocation** ii. CDP approval and uploading v. Review meetings at the start, during and end of semester v. **Allocation of invigilation duties** vi. **Preparation of Academic Manual**	As per planning and closing calendar vii. As per calendar viii. As per calendar
	To plan & recommend academic faculty requirement	i. Preparing Annual Hiring Plan, ii. Faculty Requirement ii. **Faculty information statistics** v. Screening & interviewing	i. As per Academic calendar ii. One semester in advance iii. As per HR schedule
	Planning & developing learning resources	Planning Library resources, text books and reference books and additional reading material (journals, magazines)	One semester in advance
		Planning for software and hardware resources for enhancing learning facilities as per strategic plan	One semester in advance

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	To provide platform for professional development of faculty	Identifying training needs and Planning Professional development for the faculty members	Beginning of AY
To assist in academic aspects of accreditations and ranking	To plan and allocate courses to faculty members, as per MOHESR Standards	Maintaining Faculty Ratio with cost effectiveness	As per MOHESR Standard
	To assist in International Accreditation and rankings	Prepare academic documents - **International Collaboration and Accreditation Support University Ranking and Listings** ▪	As per calendar
	To develop New programs	Prepare courses	As per calendar
To enrich University learning resources	To review and plan for learning resources	Development of Library & Computer resources for learning	As per strategic plan
	Student and Faculty Feedback	% Increase Utilization of E-Resources	At least 25 %
	Learning Resource training	Number of orientation/Training programs conducted	As per calendar
		Library Collaborations	At least one
		Development and Implementation of LMS, , SharePoint Portal and Turnitin Implementation	As per calendar

III. RESPONSIBILITIES OF HEAD OF ACADEMICS

A. To bring to the notice of AAC, Dean and EC all academic related issues that need to be addressed.
B. Head of Academic Operations is required to monitor the academic related tasks such as submission of CDP's and course files are done timely and are as per the standards of MOHESR /CAA.
C. To ensure that desired learning outcomes and program outcomes are met by the academic strategies
D. To discuss the operational and coordination issues relating to academic and academic support services
E. To liaison administration and teaching effectiveness committee work in executing all approved academic policies and procedures and report to the AAC and Dean on all academic and management issues relating to academic effectiveness
F. To implement academic strategies as per MOHE guidelines in coordination with Teaching Effectiveness Committee.
G. Update dates of yearly academic plan
H. Work with HQA, Registrar and other relevant committee's in maintaining academic quality.
I. Participation in exam paper evaluation, examination preparation, examination review's.
J. Chairing faculty feedback reviews and result reviews with teaching effectiveness committee and Registrar and HASS.

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K. Participation in FES and SES review's
L. Complying with academic standards and stipulations as per the CAA / MOHESR from time to time and meet all the requirements.
M. Participate in Program Reviews
N. Review the Teaching Effectiveness reports
O. Post mid-term & post final exam result review meeting with faculty

IV. FUNCTIONS OF HEAD OF ACADEMICS

A. REVIEW AND PLAN ACADEMIC STRATEGIES

Head of Academics undertakes a thorough auditing of its previous Academic Plan target Vs Achievements in relation to its capabilities and the external and internal constraints. The internal capabilities and its gaps are assessed continuously through the Institutional Effectiveness (IE) tools which are documented on a semester basis. Evaluation of the IE tools gives an understanding of operational strengths & weaknesses and provides directions for the areas of development. Based on these inputs appropriate decisions are taken during the review of the Academic Plan.

B. REVIEW AND PREPARE ACADEMIC PLAN

The major role of the HOA is to review the previous planned academic operations and based on the gaps identified the new academic plans are prepared and disseminated to respective departments for necessary action.

C. PLAN ACADEMIC OPERATIONS EFFECTIVELY AND EFFICIENTLY

HOA effectively plans based on the progress of enrollments and the class size policy, teaching load and full time to part time faculty ratio. This exercise must be carried out at least 2 months prior to the start of each semester.

Following are the steps to be followed:

i. No. of students enrolled in all the categories of intakes (weekend and weekday batches, BBA & MBA, major wise, morning, evening)
ii. Creation of batches following the class size policies
iii. Class Scheduling

D. PLAN & RECOMMEND ACADEMIC FACULTY REQUIREMENT

i. Existing faculty resources and further requirements maintaining 75:25 FT to PT ratio along with teaching load
ii. Hiring part time & full time
iii. Maintaining faculty student ratio
iv. Orientations
v. Induction
vi. Peer review coordination

E. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS, AS PER MOHESR STANDARD IMPLEMENTATION

Allocation of the courses is carried out according to the area of specialization, experience, terminal degree & MOHESR standards of Teaching Load, Student Faculty Ratio and Class size Policy.

F. COURSE CDP PREPARATION AND GROUP LEADER ALLOCATION :

HOA will allocate group leaders after allocating the courses. The course leaders will be responsible for preparing CDP for their respective subjects. HOA shall review MOM of various group leader meetings. HOA also reviews all CDP's and recommend it for approval.

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G. FACULTY ALLOCATION FOR VARIOUS ACADEMIC TASKS

- **i.** Examination & Invigilation Allocation: HOA will recommend the members for Invigilation and quality check to the Dean.
- **ii.** Dissertation and Internship Allocation: HOA will recommend the members for Dissertation and Internship based on requirement submitted by Registrar.

H. REVIEW & PLANNING OF LEARNING RESOURCES LIBRARY

- **i.** Build the digital infrastructure needed to support teaching, research and scholarly communication.
- **ii.** Involve with users through communication strategies that make SUC Libraries resources and services more perceptible, more used, and better accustomed to user needs.

I. REVIEWING & PLANNING OF LEARNING RESOURCES IT

- **i.** Improving SUC IT vision, strategy and policy, and the timelines of decision-making processes for IT.
- **ii.** Improving the SUC ability to access and use data to make informed decisions and provide high quality service and high touch educational experiences.
- **iii.** Building ubiquitous, high bandwidth capability for all users, accessible any time, any place in a secure, efficient manner.
- **iv.** Social media

J. PROVIDE INPUTS REGARDING CURRENT AND FUTURE TRENDS FOR ACADEMIC EXCELLENCE

HOA updates the academic operations and communicates from time to time with other units about current and future academic plan of SUC

K. COORDINATION WITH IRO & QA OFFICE

HOA collaborates with IRO & QA Office in meeting the academic requirements for accomplishing national and international accreditation. HOA facilitates IR & QA to complete the Program Review Process.

L. COORDINATION WITH MEDIA AND COMMUNICATION

HOA coordinates with Media and Communication department for Regional and international ranking and Listing.

V. ORIENTATION

A. ACADEMIC ORIENTATION TO NEW & CONTINUING STUDENTS (ALL CATEGORIES)

- **i. Freshman Students**
  - **a.** Induction into higher education
- **ii. Sophomore Students**
  - **a.** Accelerated Program
  - **b.** Maintaining CGPA
  - **c.** Change of Majors
  - **d.** Scholarships
  - **e.** Articulation with other Universities
- **iii. Junior & Senior Students**
  - **a.** Dissertation
  - **b.** Internship / Internship Project
  - **c.** Career Progression
  - **d.** Articulation with other Universities

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iv. **MBA Students**
   a. Importance of MBA study
   b. Academic rigor at Masters level
   c. MBA learning methodologies

B. ORIENTATION TO NEW FACULTY MEMBERS

The HOA orients new faculty so as to enable them to be inducted into the institution and understand the institutional academic activities, programs, CDD & CDP system, examination and other academic policies.

C. NEW STUDENTS

The HOA orients students about BBA & MBA programs and its academic policies the role of SUC in accomplishing its vision. He also covers the roles and responsibilities of students and the expected academic rigor to meet the SUC vision.

X. ANNUAL PLANNING

HOA plans activities for the complete academic year. The planning for next academic year is generally initiated during the last semester of the current academic year. Planning includes review and update of all documents required for the smooth functioning of the committee.

Following are some of the documents developed, reviewed and updated as part of planning:

i. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
ii. Policy & Procedures Manual
iii. Forms, Process Flows & Authority Level
iv. Strategic Plan
v. IE Tools
vi. Feedback
vii. Fact Files
viii. Job Description
ix. Pre-Semester Checklist
x. Operational Checklist
xi. Calendars & Checklists
xii. Orientation to faculty
xiii. Requirements from other departments or committees
xiv. Semester Closing & Opening Presentation
xv. Semester Audits
xvi. Reporting Format
xvii. Notice Board updates
xviii. Website content
xix. FAQS
xx. Portal content
xxi. Calendar Management System
xxii. Document Management System
xxiii. Budget for academic requirements

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XI. SEMESTER PLANNING & CLOSING PRESENTATON

HOA presents the Closing updates and planning of the next Semester to all Faculty and Staff members at the end of every semester, which includes the details about the completion status of the activities planned before the commencement of the semester along with important statistics and activities planned for the next upcoming semester.

XII. AUDIT

HOA submits the audit status of various academic activities to EC on a monthly basis and any suggestions therein are implemented in the next cycle.

XIII. FACT FILE

HOA maintains fact file consisting of important statistics related to Faculty allocation, course allocation, faculty information statistics, CDP list, etc. for each year. The fact file is submitted in the Closing File of the committee every year.

XIV. CALENDARS

The HOA plans the year round activities of his office and develops a calendar consisting of a schedule of the planned activities. The calendar is submitted in the planning file of the HOA. HOA also uploads this calendar on the calendar Management System which enables them to manage their planned activities in a timely manner.

XV. CHECK LIST

The HOA maintains a checklist of all major activities to be accomplished by them which is further segregated on the basis of its completion time point. Certain activities are required to be completed before the start of a particular semester and hence will be included in the Pre-semester checklist and list of tasks to be completed during the semester will be included in the Operational checklist with week-wise distribution of task. The status of activities included in the Pre-semester checklist are reviewed and updated by the HOA at least one week prior to the start of the semester and finally submitted to the Dean's Office.

XVI. WEBSITE, PORTAL & FAQ

Information on specific areas and functions of the department are displayed on the SUC Website which is reviewed and updated by the HOA before the start of every semester. The HOA also provides all necessary information on major events conducted by the HOA including conferences, workshops and development programs organized by the HOA to the Media and Communication Department for displaying it on SUC Website and Social Media Websites.

The HOA develops, reviews and updates the list of frequently asked questions for displaying on SUC website.

XVII. NOTICE BOARDS

The HOA displays information on any important updates, information related to workshops conducted, etc. on the notice board space allocated to them.

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XVIII. SUBMISSION TO CHEDS

HOA reviews faculty related information provided by HR department for submission to CHEDS.

XIX. IE TOOLS

HOA is responsible for submission of reports for IE Tools handed over to them by IR Office at the start of the Academic Year.

XX. BUDGET

HOA submits a proposed budget to Finance department on various academic developmental activities planned for the academic year. Finance department presents the budget to COEC for review and approval. The budget for the next academic year is finalized each year in the month of July/August for the next academic year.

VI. EVALUATION (*To be included after review and finalization)*

HEAD OF ACADEMICS

- **i.** COEC, Dean and HQA evaluates the overall performance of HOA based on the achievement of goals.
- **ii.** Functional Heads, Committee Chairs evaluate HOA based on the formal and informal inputs received from various sources (As per questionnaire).
- **iii.** Faculty members also evaluate HOA as per the questionnaire.
- **iv.** Average of student feedback is also considered for evaluation of HOA.
- **v.** Apart from the operational evaluation, HOA is also evaluated as per Faculty evaluation System.

HOA's Evaluation components are given below:

S. No	Component	Weights
1	COEC,DEAN AND HQA EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING	20
2	DEAN	20
3	HQA, HASS, HSA	5
4	FACULTY MEMBERS AND REPORTING HODs	10
5	SELF EVALUATION	5
6	FES – TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	20
7	FES – RESEARCH AND PROFESSIONAL DEVELOPMENT(AS PER FES CRITERIA)	20
	Overall	**100**

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SECTION 1D
POLICY AND PROCEDURE FOR HEAD OF ACADEMIC SUPPORT SERVICES & REGISTRAR

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SNO	DESCRIPTION	PAGE NO
I	INTRODUCTION	
II	GOALS	
III	STRATEGIC PLAN	
IV	ROLE OF REGISTRAR & HASS	
V	OVERALL RESPONSIBILITIES OF HASS AND REGISTRAR	
VI	KPIS OF REGISTRAR & HASS	
VII	FUNCTIONS AND RESPONSIBILITIES	
	A. FUNCTIONS OF REGISTRATION	
	B. STUDENT MANAGEMENT	
	C. EXAMINATION	
	D. FINANCE	
	E. HUMAN RESOURCE DEPARTMENT	
	F. COORDINATION WITH HQA	
	G. COORDINATION WITH HSA	
	H. COORDINATION WITH HOM	
	I. MONTHLY REVIEWS	
VIII	REPORTING & PRESENTATION	
IX	REVIEW OF CHEDS SUBMISSION	
X	REVIEW OF CATALOG DATA	
XI	INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS	
XII	ORIENTATION TO NEW FACULTY AND STAFF MEMBERS	
XIII	ANNUAL PLANNING AND CLOSING	
XIV	SEMESTER PLANNING & CLOSING PRESENTATON	
XV	AUDIT	
XVI	FACT FILE	
XVII	IE TOOLS	
XVIII	BUDGET	

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XIX	EVALUATION	
XX	REPORTS	

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I. INTRODUCTION

Head of Academic Support Services and Registrar of SUC is responsible to lead and manage the overall academic support functions of SUC in coordination with Dean, HQA, Chair of Academic Planning & Operations Committee and Head of Student Affairs. HASS & Registrar ensures academic services are provided to the students in the best possible manner, Academic Support Operations are coordinated well and continuous professional and managerial development of academic support staff.

II. GOALS

A. To ensure that quality education is provided to a diverse student body by ensuring all the operational goals are achieved by Admin and HR and ensure Academic support is provided to Academics
B. To ensure employee diversity for the maintenance of quality of operations and academic delivery
C. To ensure employee development
D. To ensure employee retention and satisfaction
E. To act as bridge between Dean, HOA and Administration

III. STRATEGIC PLAN

HASS and Registrar receives inputs from department for various physical asset and manpower requirements. The HASS and Registrar reviews these requirements and finalizes them to be included in the strategic plan of the institution.

IV. ROLE OF REGISTRAR & HASS

The role of Registrar and HASS is to manage the overall institutional academic support services with a special focus on administration and HR, collaborate with various departments in increasing the services to the students, faculty and other stake holders. The primary role is to act as a bridge between COEC office, faculty, staff and students.

V. OVERALL RESPONSIBILITIES OF HASS AND REGISTRAR

A. To lead and manage the operations of Departments under purview.
B. Work with EC on developing a strategic vision of Academic Support Department
C. Manages the structure of the Academic Support Department
D. Draw up an annual Departmental Improvement Plan.
E. Ensuring organizational & administrative tasks, both within the department and in support of SUC policy, are completed promptly and efficiently
F. To review Employee Satisfaction feedback
G. Serves as the primary liaison, on behalf of the COEC with, faculty, staff, students, and related to College policies, procedures and processes.

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VI. KPIS OF REGISTRAR & HASS

Category	GOALS	KPIS	Benchmark
Departmental	To ensure that quality education is provided to a diverse student body by ensuring all the operational goals are achieved by Admin and HR and ensure Academic support is provided to Academics	*Improvement of student satisfaction feedback by at least 2% *Clear communication through orientation programs and counseling *100% compliance of admission policy *Improvement of Departmental services and in turns increase feedback by students *Operation as academic calendar *Following policies & procedures.	*Increase student satisfaction from 67% to 70% *One orientation for new students and second for late joining *Zero progression from So to Jr for undertaking students *100% compliance of student request management *100% compliance of academic calendar *100% compliance of academic calendar
	To ensure employee diversity for the maintenance of quality of operations and academic delivery	*Diversity ratio of faculty & staff *Maintain required minimum qualification of faculty & staff *Full time & Part time ratio	*Faculty diversity from 9 nationalities to 10 nationalities * Make sure all the faculty members are PhD, HOD's are masters and at least 50% of ASS staff are bachelors *75:25 full time part time ratio

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	To ensure employee development	*Identifying individual employee's operational gaps, Counsel, Arrange required training. *Semester Faculty Feedback review *Yearly Evaluation feedback review	*No. of counseling sessions conducted *Dissemination of Faculty feedback every semester *Dissemination of yearly evaluation feedback review
	To ensure employee retention and satisfaction	*No of orientations conducted and clear job expectation communicated. *Regular Communication with HOD and staff *No of disciplinary & Grievance cases *Reduce employee turnover *No. of planned training & Development programs *No. of staff informal activities *Feedback on HR policies and satisfaction survey *Compensation & Benefit review	*One orientation for each recruitment *ASS meeting every month *Zero Disciplinary or grievance procedures *Reduce employee turnover from 18 to 15 *2 internal and one external training & Development programs *One Birthday/theme party each month *Improve staff satisfaction from 78% to 80% * Review as per internal and external factors
	To act as bridge between Dean, HOA and Administration	*No. of meetings with Dean & Admin and other academic support services departments	*At least one meeting per week with Dean and ASS departments

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		for timely appreciation, feedback and decision making	

VII. FUNCTIONS AND RESPONSIBILITIES

A. FUNCTIONS OF REGISTRATION

i. Review of Admission Requirement

HASS reviews the BBA, MBA, AIPC and CPD, admission requirement policies and procedures and its compliance as per the below mentioned categories and suggest any improvements in the policies and procedures

a. New students
- Direct enrollment to BBA (local & international students)
- Direct enrollment to MBA (local & international students)
- Direct enrollment to foundation& MQP (IELTS, TOEFL, AIPC, KET, Cambridge)
- Enrollment to BBA from Foundation (local & international students)
- Enrollment from MBA to Foundation (local & international students)
- Student Files, student PI, placement exam, MQP, IELTS, Foundation, KET

b. Approval & Rejection of Admission/ Registration

c. Continuing students
- Progression-BBA weekday & weekend (level-wise, change of majors)
- Progression- MBA weekday & weekend (level-wise, change of emphasis)
- Progress of Foundation (Maths crash Course, KET, Cambridge, IELTS,)
- MQP

d. TOC

ii. Registration Requirements

Registrar ensures that the registration requirements are completed as per the policies and student records are maintained for references by the internal and external authorities.

a. New students (GP, invoice, kit, class allocation, batch creation)
b. TOC – Verification of documents required for registration

iii. Pre-registration Procedure

Registrar reviews the pre-registration procedures are in place, identifies any gaps and recommends corrective measures which is sent to Dean for his approval.

iv. Post Registration Procedure

Registrar reviews the post-registration procedure have been completed as per calendar, identifies any gaps and recommends corrective measures required in the process and sends them for the Dean's approval.

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B. STUDENT MANAGEMENT

Registrar ensures that all the policies and procedures pertaining to Student Management as given below are adhered and the necessary documents are prepared within the stipulated timeline.

i. Preparation of Academic Calendar
ii. Coordinate with Head of Academics for Faculty Allocation
iii. Seat Allocation
iv. Classroom Allocation
v. Enrollment Guidelines
vi. Preparation of Student Handbook
vii. Preparation of Academic Checklist
viii. Preparation of Class Schedule
ix. Preparation of Faculty Schedule
x. Preparation of Examination Calendar
xi. Semester Ready Reckoner
xii. Student Management
xiii. Processing Student Requests
xiv. Monitor Student's Academic Standing
xv. Dissertation / Internship Student Allocation
xvi. Student Portal & Portal Updation
xvii. Portal Blocking in various non-compliance situations
xviii. Issuance of Letters / Marks' Transcript from The SUC
xix. Fact Sheet & Demographics
xx. Class Size Policy
xxi. Attendance Policy
xxii. Mitigating circumstances Policy
xxiii. Student Appeal against Marks / grades
xxiv. Dissertation Policy
xxv. Internship / Internship Project Policy
xxvi. Preparation of Transcript And Awards
xxvii. Disciplinary
xxviii. Postponement
xxix. Repeating Courses
xxx. Cancellation
xxxi. Re-Activation
xxxii. Dean's List & Toppers List
xxxiii. Academic Scholarship
xxxiv. Progression & Retention
xxxv. Policy On Double Degree
xxxvi. Academic Integrity policy
xxxvii. Graduation Requirements
xxxviii. Audit of Graduate File
xxxix. Graduation Honors
xl. Graduation Ceremony

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xli. Accelerated BBA Program
xlii. Academic Terms and Policies

C. EXAMINATION

Registrar ensures that all the policies and procedures pertaining to conduct of examination and result publication as given below are adhered and the necessary documents are prepared within the stipulated timeline.

i. Examination Calendar
ii. Invigilation Schedule
iii. Schedule for VIVA & Project Presentation
iv. Submission of paper
v. Quality check
vi. Conduct of Examination
vii. Result Publication
viii. Conduct Mid-term & Final Exam result review

D. FINANCE

Registrar makes suggestions to the Finance department with respect to improving the inter departmental coordination in all such areas that are aimed at providing services to the students and enhance satisfaction

i. Fee change policy
ii. Refund Policy
iii. Scholarship & Fee Waiver
iv. Budgeting& General control

E. HUMAN RESOURCE DEPARTMENT

HASS ensures that all the policies and procedures pertaining to recruitment of new faculty and staff and maintaining Human resources as detailed below are adhered and the necessary documents are prepared within the stipulated timeline.

i. Staff Recruitment & Selection, orientation
ii. Compensation and Benefits
iii. Faculty & Staff Contracts
iv. Working Hours &Leave Policy
v. Staff Probation confirmation
vi. Training & Development
vii. Staff Awards and appreciation
viii. FES, SES & AACES
ix. Staff Separation
x. Staff Leave eligibility

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xi. Grievance Policy & Procedures
xii. Student Volunteer

F. COORDINATION WITH HQA

HASS coordinates with HQA for enabling the departments to complete their planning and closing activities and IE Tools.

G. COORDINATION WITH HSA

Registrar coordinates with HSA for security daily reports, student discipline, student complaints; exit interviews hostel activities, international student's visa, Sports and events. Registrar also coordinates with HSA to ensure Student counseling, issue of letters, invoices and coordination of events and activities, clubs, scholarships for new and continuing and , reward ship, CR's and international students are carried out as per the schedule.

H. COORDINATION WITH HOM

HASS coordinates with HOM for admission requirements, registrations and TOC. HASS also coordinates with Marketing for documentation of the student files, visa students and international students.

I. MONTHLY & SEMESTER REVIEWS

HASS reviews the monthly and semester reports of all the academic support departments and mainly following units, addresses any issues faced by them, identifies gaps in operations and recommends corrective measure to be taken:

i. Administration & Examination
ii. Human Resource Department

Registrar will develop a summary of this review and send it to Dean along with the recommendations made for his review and approval. The recommendations are then forwarded to respective departments for implementation.

VIII. REPORTING & PRESENTATION

HASS presents regular updates to COEC and Founder President on the status of academic support operations. HASS gives presentation to faculty at the beginning of the academic year based on the operational gaps between academics and academic support services and the decisions taken to resolve the gaps.

HASS also provides orientation to new faculty and new staff.

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IX. REVIEW OF CHEDS SUBMISSION

HASS/Registrar monitors the reviews the CHEDS data submitted by Finance, Human Resource department, English language center and Administration & Examination department.

X. REVIEW OF CATALOG DATA

HASS/Registrar reviews the information provided by Administration, Human Resource Department, and Finance for both the undergraduate and post graduate catalog and finally sends it to QA for inclusion in the catalog.

XI. INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS

To facilitate the heads of departments by reviewing the systems and flows and resolving gaps in communication, information flows, task accomplishments relating to students, faculty and staff issues.

XII. ORIENTATION TO NEW FACULTY AND STAFF MEMBERS

HASS & Registrar orients new faculty and staff members on overall institutional information and significant information of different academic support service departments.

XIII. ANNUAL PLANNING AND CLOSING

The Office of Registrar & HASS initiates their planning for the next academic year in the Spring semester. Planning includes developing, reviewing and updating following documents required for the smooth functioning of the Office.

Following are some of the documents developed, reviewed and updated as part of planning:

xxiv. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
xxv. Policy & Procedures Manual
xxvi. Forms, Process Flows & Authority Level
xxvii. Strategic Plan
xxviii. IE Tools
xxix. Feedback
xxx. Job Description
xxxi. Pre-Semester Checklist
xxxii. Operational Checklist
xxxiii. Calendars & Checklists
xxxiv. Orientation to faculty
xxxv. Requirements from other departments or committees
xxxvi. Semester Closing & Opening Presentation
xxxvii. Semester Audits
xxxviii. Reporting Format
xxxix. Website content
xl. FAQS

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xli. Portal content
xlii. Calendar Management System
xliii. Document Management System
xliv. Department Budget review and approvals

XIV. SEMESTER PLANNING & CLOSING PRESENTATON

HASS & Registrar presents the Closing updates and planning of the next Semester to all Faculty and Staff members at the end of every semester, which includes the details about the completion status of the activities planned before the commencement of the semester, important statistics and major activities planned for the next semester.

XV. AUDIT

The committee submits various reports of its activities to EC on regular basis. These reports are audited by QA Office for their completion and accuracy and forwarded to EC for final review and approval.

XVI. FACT FILE

HASS & Registrar reviews the fact file submitted by Administration and HR department and provides feedback on any changes required in the file. Upon review and approval by HASS & Registrar, the file is submitted to COEC's Office by the respective departments. Departments submit their fact file every semester along with their Semester report.

XVII. IE TOOLS

The Office is responsible for submission of the IE Reports to IR Office as per IE calendar provided at the start of the Academic Year:

HASS		
Faculty and Staff Satisfaction Review	HASS	DEAN, HQA,CHAIR OF ACADEMIC PLANINNG COMMITTEE,HRO
Faculty and Staff Search Committee	HASS	DEAN, HQA, CHAIR OF ACADEMIC PLANNING, NOMINATED EXPERTS,HRO
Faculty Information	HASS	DEAN, HQA, HASS, HR In-charge
Faculty & Staff Development Program (TNA)	HASS	DEAN, HQA, HASS, CHAIR OF ACADEMIC PLANNING,HRO
Salary and Benefits Review	HASS	DEAN, HQA,HRO

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REGISTRAR				
1	**ADMINISTRATION - ACADEMIC - PROGRESSION (BBA AND MBA)**			
	›a	Progression and SAP	REGISTRAR	DEAN, HQA, HOA, HOAE, HSA, REGISTRATION SUPERVISOR
	›b	Retention, Postponement, Withdrawal, Cancellation and Reactivation		DEAN, HQA, HOAE, HOA, REGISTRATION SUPERVISOR
	›c	Pre Semester Planning (Option1 - Refer to the pre semester checklist)		DEAN, HQA, HOAE
	›d	Graduation		DEAN, HQA, HOAE
2	Request and application processing		REGISTRAR	DEAN, HQA, HOAE, HOA, ADMINISTRATION DEPARTMENT ASSISTANT
3	**REGISTRATION COMMITTEE (NEW STUDENT)**			
	›a	Pre-Registration	REGISTRAR	DEAN,HQA,HOA,HOM,REGISTRATION SUPERVISOR
	REGISTRATION COMMITTEE(Continuing students)			
	›a	Working status	REGISTRAR	DEAN, HQA,HOM,HOA,REGISTRATION SUPERVISOR
4	MQP Analysis (MBA)		REGISTRAR	DEAN, HQA, HOA, HOIR

XVIII. BUDGET

The Administration and HR discuss their budget requirements with HASS and Registrar and develop the budget proposal for various activities planned by their respective departments for the forthcoming academic year. The proposed budget is submitted to the Head of Finance department for presentation to COEC for review and approval. The budget for the next academic year is finalized each year in the month of July/August for the next academic year.

XIX. EVALUATION

- **i.** COEC, Dean and HQA evaluates the overall performance of HASS based on the achievement of goals.
- **ii.** Functional Heads, Committee Chairs evaluate HASS based on the formal and informal inputs received from various sources (As per questionnaire).
- **iii.** Faculty members also evaluate HASS as per the questionnaire.
- **iv.** Student feedback on Academic Support services is also considered for evaluation of HASS.
- **v.** Apart from the operational evaluation, HASS is also evaluated as per Faculty evaluation System.

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HASS's Evaluation components are given below:

S. No	Component	Weights
1	COEC,DEAN AND HQA EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING	20
2	DEAN	20
3	HQA,HOA, HSA	5
4	HODs	10
5	SELF EVALUATION	5
6	STUDENT FEEDBACK	25
	Overall	**100**

IV. REPORTS

LIST OF REPORTS SUBMITTED		
SNO	**REPORT**	**Frequency**
1	Monthly Report review	Monthly
2	Semester & Yearly Presentation to EC	Semester
3	Presentation to FP	Semester

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SECTION 1E
POLICY AND PROCEDURE FOR HEAD OF STUDENT AFFAIRS

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SNO	DESCRIPTION	PAGE NO
I	INTRODUCTION	
II	GOALS	
III	STRATEGIC PLAN	
IV	ROLE OF HEAD OF STUDENT AFFAIRS	
V	OVERALL RESPONSIBILITIES	
VI	KPIS OF HEAD OF STUDENT AFFAIRS	
VII	FUNCTIONAL AREAS OF HEAD OF STUDENT AFFAIRS	
	A. ORIENTATION & COUNSELING	
	B. ADVISING /MENTORING	
	C. STUDENT SERVICES	
	D. MANAGEMENT OF CLASS REPRESENTATIVES (CR)	
	E. INTERNATIONAL STUDENTS	
	F. EXAMINATION	
	G. SPORTS	
	H. HOSTEL	
	I. SCHOLARSHIP & REWARDSHIP	
	J. GRADUATE SURVEY	
	K. SECURITY	
	L. REVIEW OF MONTHLY, SEMESTER AND CLOSING REPORT	
VIII	REVIEW OF CHEDS SUBMISSION	
IX	REVIEW OF CATALOG	

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X	SUBMISSION OF INFORMATION FOR INSTITUTIONAL FACT BOOK AND ANNUAL REPORT	
XI	INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS	
XII	ANNUAL PLANNING	
XIII	SEMESTER PLANNING & CLOSING PRESENTATON	
XIV	AUDIT	
XV	FACT FILE	
XVI	CALENDARS	
XVII	CHECK LIST	
XVIII	WEBSITE, PORTAL & FAQ	
XIX	IE TOOLS	
XX	BUDGET	
XXI	EVALUATION	

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I. INTRODUCTION

Head of Student Affairs at SUC oversees various services offered to students at SUC and supervise the conduct of student advising, counseling and student related activities thus supporting the academic and academic support services to achieve the Vision and mission of the institution. Head of Student Affairs is responsible for managing student advising and mentoring for smooth progression of students and receives student's complaints and takes necessary actions to address the student's grievances. Head of Student Affairs ensures the adherence of policy and procedures by all the students, staff and faculty to help SUC to achieve overall student satisfaction. Head of Student Affairs monitors students discipline in the campus and hostel facility and also ensures the safety and security of both facilities.

II. GOALS

A. To lead the department for effective and efficient services to stakeholders
B. To manage the student advising/ mentoring and progression towards graduation
C. To monitor student academic progression and counsel them
D. To orient new and continuing students both at the under graduate and Post graduate level
E. To assist overall management of sports & hostel activities
F. To maintain discipline, safety and security within the campus
G. To review students list for scholarship
H. To address issues of CRs, hostel and international students

III. STRATEGIC PLAN

Head of student affairs Office provides inputs from student's perspective with respect to required facilities and equipment relating to Learning Support services, sports or cultural activities and operations of clubs. The development and expenses for this will be incorporated in strategic plan.

IV. ROLE OF HEAD OF STUDENT AFFAIRS

The role of Head of Student Affairs is to act as a bridge between the student body and SUC service provider like departments and faculty. The major role of Head of Student Affairs is to be accessible to students, receive their academic and non-academic concerns and disseminate the information to respective service providers of SUC, arrange meetings between them and communicate back the outcomes to the student body and concerned department. Head of student Affairs also orients different levels of students, guides and supervises counseling and makes efforts in resolving the concerns for the satisfaction of students.

V. OVERALL RESPONSIBILITIES

I. Plan yearly activities and procedures to maintain the high quality, transparent, easily accessible, timely, responsive, appropriate services to students
II. To lead, develop and oversee the management of all aspects of student services
III. To plan, organize and monitor advisory activities
IV. Report advisory activity monthly, semester & yearly.
V. Development of the SUC Student Support policy, which clearly identifies the arrangements for faculty, progress review, academic feedback and learning support for students
VI. To plan orientation for new and existing students
VII. To ensure effective communication with students during their studies at SUC
VIII. To oversee the induction process for new students and continuing students to ensure a smooth transition
IX. Guide advisees to respective advisors / faculty members to resolve difficult cases;

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X. Ensure a proper communication channel between students and service providers.

XI. Apply disciplinary decisions in coordination as DAC chair

XII. Provide academic or administrative counseling to students on student progression, SAP, counseling, TOC and course selection

XIII. Represents University wherever required for public relation events

XIV. Overseeing operations of SSD, in specific student academic and academic support services

XV. Submission of reports as per requirements of Ministry and IE committee

VI. KPIS OF HEAD OF STUDENT AFFAIRS

The table below provides the KPI's of Head of Student Affairs based on the goals and objectives:

GOALS	OBJECTIVES	KPIS	Benchmark
1. To lead the department for effective and efficient services to stakeholders	To ensure all continuing and graduating student requests (UG & G) are handled as a single window service	Timely responses to the information sought	Within 48 hours of receiving request
	a. Gather information regarding students concerns and communicate SUC policies to students	To organize regular meetings with CR (Effective CR)	As per calendar
2. To manage the student advising/ mentoring and progression towards graduation	**a.** To generate reports and disseminate information for necessary actions.	**i.** Review of Advisory / Mentoring Reports **ii.** Review of Progression data	Post midterm and post final
	To identify need based training for staff, advisors, mentors and faculty members in complying with the policy procedures of administration department	**i.** Training to new faculty and staff **ii.** Training related to changes in practices and policies Number of Activities Tangible progression on Advising	As per calendar

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	b. Oversee the induction process for new students and continuing students to ensure a smooth transition.	**i.** Coordinate and conduct orientation to new students **ii.** Coordinate and conduct Orientation to continuing students	As per academic calendar
	c. To plan and conduct advising / mentoring activities as per calendar	**i.** Advising & Mentoring Calendar to be developed **ii.** Review of Advising & Mentoring Feedback	**i.** At least 2 months before start of the AY **ii.** As per calendar
3. To monitor student academic progression and counsel them	**d.** To review the attendance and progression of students regularly	**i.** Review of student's attendance report **ii.** Review of result analysis	i. Once in every week ii. Twice in a semester
	e. To counsel students with low attendance and low CGPA as per the requirement	i. Improvement in Student retention and progression ii. Improvement in attendance	i. 5% increase as compared to last year ii. 5% improvement as compared to last year
	a. To counsel graduating students on graduation application requirements	Percentage of students fulfilling graduation requirements	**i.** 90%
4. To orient new and continuing students both at the under graduate and Post graduate level	**a.** To orient new intakes at the start of semester for weekdays and quarters for weekend	No. of orientations to new students	1 for every intake
5. To assist overall management of sports & hostel activities	**a.** To oversee the overall functioning of Sports department and coordinate with other departments for Sports activities	Conduct of Sports activities	As per calendar
	b. To oversee the overall functioning of hostel and coordinate with other departments	Conduct of hostel activities	As per calendar

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	b. To improve the Hostel Students Satisfaction	Hostel Students Satisfaction Rating	75%
6. To maintain discipline, safety and security within the campus	To manage discipline within the campus	**i.** Conduct of DAC meetings for students who breach the exam code **ii.** Conduct DAC for students who breach the general discipline code of SUC	Within a week of incident
7. To review students list for scholarship	To select students based on criteria for scholarships	**i.** Submission of scholarship and awardees list	As per calendar
8. To address issues of CRs, hostel and international students	To plan and conduct meeting with CR, hostel and international students	Conduct of CR meetings Conduct of hostel students meeting Conduct of international students meeting	As per calendar
	To coordinate with concerned units and resolve issues reported by CRs, hostel and international students	**i.** CR Feedback **i.** Timely coordination with departments for necessary action	ii. 80% iii. Within two weeks of CR meeting
	To report any critical issues to EC for decision making	i. Presentation to EC on critical issues	Twice in a semester

VII. FUNCTIONAL AREAS OF HEAD OF STUDENT AFFAIRS

A. ORIENTATION & COUNSELING

i. New Student (Functional orientation)

Head of Student Affairs orients the new students on the following administrative and student services provided by SUC.

a. **Advisor/mentor:** Students are informed about the academic advisors or mentors assigned to each one of them who will help them resolve all their academic issues.
b. **Change of Major:** Students are informed that they can opt to change their major at any point of time within the first three years of their four year course.
c. **Addition/Dropping of course:** Students are informed about adding a course from another major to the existing regular courses and the option to drop a course in a particular semester.
d. **Visa/Embassy Letter:** Students are informed that they can apply for VISA/embassy letter before 24 hours in the portal.
e. **Various online requests & time for response:** Students are also informed how they can make various online request and also the time that will required for responding to these requests.
f. **Cancellation:** The procedure to cancel the registration is explained to the students
g. **Temporary Cancellation:** In case of a prolonged absence of about three weeks, students are placed on temporary cancellation.
h. **Re-activation:** Student placed in temporary cancellation have to pay the registration fee for reactivation of their admission

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i. **Postponement:** Student may postpone one semester in an academic year subject to approval only under mitigating circumstances

j. **Scholarship:** Head of Student Affairs also informs them about the various scholarship options like need based scholarships, merit based scholarships, etc. which are provided by the University. They are also informed about the document required to apply for these scholarships.

Head of student affairs also coordinates the orientation given by Program Coordinator and Dean to new students.

a. **PROCESS FLOW**

1. **BEFORE START**

1.1. Reviewing all presentations with the Dean. (one week before the date of orientation)
1.2. Taking the list of students from Admin.(2 days before)
1.3. Order for flowers and food.(2 days before)
1.4. Posting the orientation in the class room.(one day before)
1.5. Preparing and reviewing the feedback forms (one day before)

2. **DURING**

Distributing and collecting the feedback forms. (During the presentation)

3. **AFTER COMPLETION**

3.1. Preparing a report after the orientation and send it to:
- Dean's office. (3 days later)
- Admin.
- Registrar
- Marketing.

3.2. Collect information from admin about the late joinee. (2 days after the closure of admissions)
3.3. Conduct an orientation for late joinee.(one week after the closure of admissions)
3.4. Discuss issues with EC (Monthly meeting)

ii. **Continuing student**

Orientation is also provided to the continuing students specifically the Junior accelerated and Senior Students of the BBA Program

The Head of Student Affairs provides orientation to continuing students on the accelerated program and, graduation formalities, change of Major, Visa/Embassy Letter, deposit for visa after graduation, outstanding fee fine after the graduation, registration fees for repeating courses, Maximum duration for completing program, Registration of SAP students, Transfer admission students and completion requirements, locker facility details etc.

Besides these, the orientation to continuing students includes the below information which is also provided to new students

1. Various online requests & time for response
2. Addition/Dropping of course
3. Cancellation
4. Temporary Cancellation
5. Re-activation
6. Postponement
7. Scholarship [applying for the scholarship & required documents]

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a. **PROCESS FLOW**

1. Sending a mail to all departments about issues they want me to raise with students.(one week before the meeting)
2. Preparing a presentation accordingly (2 days before the meeting)
3. Taking the students feedback (one day after the meeting)
4. Sending the students issues to different departments. (one day after the meeting)
5. Receiving all feedback from departments. (one week after the meeting)
6. Sharing the feedback with students through their CR's. (10 days after the meeting)

iii. **Examination Orientation**

The Head of Student Affairs provides the students with the details of various examination and the related rules and regulation which include Mitigation/Re-sit, stopping from exams due to various reasons including financial non clearance, Mitigation policy , Academic integrity, role of Disciplinary action Committee, Result declaration, appeal, award board, etc.

iv. **Orientation on Advising / Mentoring to Faculty**

Head of Student Affairs orients the new faculty about the role of an advisor / mentor and functions of advising / mentoring. HSA also orients the existing faculty regarding the allocation of students, improvements in reporting system and conducts one to one meeting as and when necessary to discuss and resolve advising / mentoring issues.

v. **Hostel Students**

Head of Student Affairs orients the hostellers and International students regarding the rules and regulations of the hostel, UAE culture, code of conduct in UAE and other procedures, for requests regarding visas, passports, appeals, complaints, etc.

vi. **International Students**

Head of Student Affairs ensures that all international students receive the necessary orientation on the academic and academic support services offered by the University.

B. **ADVISING /MENTORING**

i. **Advisor /Mentors allocation**

Head of Student Affairs reviews the list of advisors / mentors developed by the Administration Department for each Academic Year and may suggest any revisions as may be deemed necessary and finally approve this list. The Administration will disseminate the list of students allocated to their respective advisors / mentors.

ii. **Review of Advisory / Mentoring Calendar & Checklist**

HSA reviews the Academic Advisor / Mentor checklist which is developed by Administration for monitoring the progress of Academic and Academic Advisory / Mentoring activities. This checklist contains the details of activities, the time schedules and the person responsibilities.

iii. **Portal utilization for advising activities**

HSA encourages faculty, advisors/mentors and students to use the portal for advising/mentoring purposes. HSA facilitates advisors/mentors with training on how to use the portal. HAS also recommends suggestions for improvement after reviewing the software usage report.

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iv. **Student Advising / Mentoring**

Every student is assigned to an Advisor / Mentor at the time of admission (we hope this faculty advisor will be from the time of admission till the time of graduation). The advisor/mentor provides the student with information about courses, accessing University facilities and academic support units, and guidance on how to perform better in their academic & professional career.

Head of Student Affairs monitors the progression of Academic Advising / mentoring activities and ensure their smooth accomplishment.

v. **Review meetings**

Head of student Affairs oversees the advising / mentoring activities and regularly reviews the advisory/ mentoring report to identify areas of concern and address any issues which may need immediate attention. HSA also reviews the advisory / mentoring feedback report, identifies gaps in the advising / mentoring activities and discusses the feedback with respective advisors /mentors.

a. **PROCESS FLOW**

Before Start

1. Allocating advisors (2 weeks after the commencement of the semester)
2. Reviewing the advisory presentations level wise with the Dean. (one week after the commencement of the semester)
3. Preparing an orientation to all advisors. (10 days after the commencement of the semester)
4. Conduct of orientation to all advisors. (one week after the commencement of the semester)
5. Sending the advisory presentations and reporting format to all advisors and mentors (Three Days before the advisory meet)

During

1. Taking the class Schedule from Admin and make sure all advisors have done the Advisory meet.
2. Visiting all class rooms and if any class is engaged by a part time faculty; find alternative immediately.

After Completion

1. Asking all advisors /mentors to send their feedback and comments. One day after
2. Prepare a consolidated report and send the comments to all departments and ask them for their feedback. Three days later
3. Receiving the feedback from all departments. One week after the advisory meet
4. Prepare a consolidated report based on the replies from those departments. One day after receiving
5. Share the points with all advisors and mentors. 2 days after preparing
6. Prepare a consolidated report and send it to Dean, EC and COEC. (monthly report)

C. **STUDENT SERVICES**

i. **Counseling**

The counseling process at Skyline University College includes addressing the student needs for academic and career development. HSA oversees the counseling services provided by Administration and ensures their smooth conduct.

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a. **PROCESS FLOW**

Before Start

1. Review all counselling schedules. One week before the start of the semester
2. Properly orient the counseling supervisors. One week before the start of the semester
3. Receiving all necessary information from Admin and IT. One week before the start of any counseling activity

During

1. Receiving a daily updates from the counseling supervisors.
2. Reviewing the weekly report from the counselling supervisors.

After Completion

1. Asking counseling supervisors to prepare a report and presentation for each activity. 2 days after the completion of each activity
2. Discussing the report with counseling supervisor during weekly meeting
3. Sending a report and presentation to Dean and EC. monthly report
4. Discussing issues during monthly meeting

ii. **Student Grievance**

HSA resolves student grievances by following the predefined procedures in the Administration manual. After resolving the issue, HSA sends feedback to all concerned regarding the outcomes and necessary actions to be initiated.

iii. **Student Dress Code**

Students are required to be dressed formally and follow dress codes in conformity with norms of civil society in the United Arab Emirates and particularly that of the Emirate of Sharjah. Personal hygiene is essential and requires continuous attention. Hair must always be well groomed. Short pants and short sleeves are not allowed as per the Sharjah law. Any non- compliance to the dress code policy by the student will be reported to HSA and the student will be asked to leave the campus.

D. MANAGEMENT OF CLASS REPRESENTATIVES (CR)

i. **Election**

Head of Student Affairs oversees the election process of Class representatives and resolve any issues that may arise during the election process.

ii. **Orientation**

Head of student Affairs provides guidance to the elected CRs on their roles and responsibilities.

iii. **Conduct of meetings & active participation**

Head of Student Affairs conducts the CR meeting, addresses any issues reported by them and provides suggestions to enhance the club activities.

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iv. CR Feedback

After conducting CR meetings and receiving feedback from them, HSA coordinates with concerned departments or units and takes appropriate action to resolve any issues addressed during CR meetings. Any major issues that need strategic changes are addressed to EC for decision making by the Head of student Affairs during the review meeting with EC. EC decisions are then disseminated to concerned units for necessary action.

a. PROCESS FLOW

Before Start

1. Preparing for CR election. One week before the meet
2. Election of CR's. four days before the meet
3. Orient the CR's about their responsibilities. One day after election
4. Asking CR's to send their Agenda before the meeting. Three days before the meeting
5. Sending a mail to All Departments asking for their Agenda. One day after the meeting

During

1. Conduct CR meeting and make sure to have maximum attendance.
2. Discussing HSA agenda
3. Discussing the student's agenda.

After Completion

1. Sending the MOM to Dean's office. One day after the meeting
2. Sending all points raised to the concerned department for their feedback. One day after the meeting
3. Receiving the inputs from all departments. Three days after the meeting
4. Sharing the replies from all departments to all CR's one week after the meeting
5. Preparing a consolidated report and send it the Deans office. One week after the meeting.
6. Discuss CR issues with EC (Monthly meeting)

E. INTERNATIONAL STUDENTS

i. Orientation & kit collection

Head of Student Affairs ensures that all international students receive the necessary orientation on the academic and academic support services offered by the University. HSA also ensures that all the International students receive their student kits.

ii. Events calendar

Head of student Affairs reviews the events planned for the international students and provides suggestions on enhancing the list of events in order to provide a homely environment for the International Students in every possible way. HSA also ensures the smooth conduct of event in coordination with Events Coordinator and Head of sports.

iii. Review international students issues & Personal Counseling

The Head of Administration, Registration and Examination provides personal counseling to the International students and tries to resolve any issues they may face to the best of his capabilities.

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iv. **Employment**
Head of Student Affairs reviews the placement status of the international students and follows up with Corporate Affairs Office to ensure 100% placement of international students and 100% of all non-working domestic students.

F. EXAMINATION

i. **Issuance of hall ticket**
The Examination department issues hall ticket to the students two weeks prior to the Exams and prepares the status of hall ticket collection by students. This status is regularly updated and sent to the Head of Student Affairs who provides them direction on the necessary course of action to be taken in case of non-collection.

ii. **Managing discipline during the examination from student perspective**
Head of student affairs monitors and ensures that the examinations are conducted smoothly by resolving any student related disciplinary issues that may arise during the conduct of exam.

G. SPORTS

i. **Review of Sports Calendar**
Head of Student Affairs reviews the planning and implementation of the Sports activities as per the Calendar by the Sports department.

ii. **Review of Sports activities**
The HSA monitors the conduct of various activities of the Sports department including internal and external events.

iii. **Review of Feedback**
HSA reviews the feedback report of various Sports events and provides his comments for the improvement of these events.

iv. **Infrastructure development**
The Head of Sports will review the developments required in the Sports facilities and send the details of this requirement to Head of Student Affairs who will review and provide his comments on the new developments to be made so that the Dean can take the decision on approval of the new developments.

v. **Student encouragement**
Head of student Affairs will identify various techniques to encourage students to participate in the Sports activities and inform the Sports department about the necessary action

vi. **Student Rewards**
HSA will identify the best possible way to reward the students who actively participate in Sports activities and make the University famous by winning in external activities.

H. HOSTEL

i. **Overseeing Hostel facilities – Internal & External**
HSA oversees the hostel facilities provided by SUC and assists the Sports department to resolve any issues with respect to hostel management.

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ii. **Disciplinary issues**
Head of Student Affairs heads the disciplinary committee and conduct s disciplinary meetings and takes necessary decisions which are conveyed to various departments for necessary action.

iii. **Review of Feedback**
HSA reviews the feedback report of Internal& External Hostel facilities along with the feedback report of various Hostel events and provides his comments for improvement.

I. SCHOLARSHIP & REWARDSHIP

HSA provides valuable inputs in selecting the right candidates for scholarships and rewards of various types. He participates in the Scholarship committee meetings and provides suggestions and recommendations. The various types of Scholarships offered at SUC are as follows:

i. Need based Scholarship(Refer Finance Policy Manual for details)
ii. Toppers Award(Refer Finance Policy Manual for details)
iii. Student Trainee Salary (Refer Finance Policy Manual for details)
iv. Sports Scholarship(Refer Sports Policy Manual for details)
v. Rewardships (Refer Administration Policy Manual for details)

J. GRADUATE SURVEY

The graduate survey is a compulsory survey which is conducted online during the last semester of a student's final year. It is the responsibility of Head of Student Affairs to ensure that all the graduating students complete the graduate survey before the graduation ceremony. The Head of Student Affairs forwards the list of students whose survey is pending to the Events coordinator who follows up with the students for completing this survey.

K. SECURITY

Head Student Affairs reviews the overall security of the SUC campus. The major areas of security responsibility are managing the security at the entry and exit point, in campus general students' discipline, code of conduct, dress code, etc. Details of security role are mentioned below:

Security at Gate

i. Registering all in/out visitors' details of the university in the register log book.
ii. Make sure that only faculty, student & staff car which is having skyline stickers is allowed to enter and stay inside the university premises.
iii. Maintain strict timings for opening and closing the gate in the morning and night
iv. Note down properly the timings of in/out of skyline transport
v. Inform administration on any delay of transport
vi. Guide proper parking place to the visitor

Security inside the premises

i. To ensure that all students in the SUC are attending classes, when classes are in progress.
ii. To keep a strict vigil in the campus by taking timed rounds of the university.
iii. To question students thoroughly whenever they are caught indulging in indiscipline.
iv. To check the id cards of the students randomly.
v. To report to the administration department any untoward incident which takes place in the campus
vi. To ensure all movable and immovable assets of the university are well protected.
vii. To ensure student discipline is maintained at all times.
viii. To ensure that students are not moving as couples
ix. To restrict the speed and movement of vehicles in restricted area inside the campus and ensure systematic parking systems.

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x. To ensure authorized personnel and bona-fide students only use the SUC facilities. Conduct periodic checks of entire campus.
xi. To control movement of student transports, as well as, safe embarking and disembarking of students from buses.
xii. To control the entry of students into examination rooms - collect relevant entry slips.

L. REVIEW OF MONTHLY, SEMESTER AND CLOSING REPORT

HSA reviews the monthly, semester and closing reports of Student Services Department and Sports department and provides his suggestions and recommendations to the respective Head of department for improvement.

VIII. REVIEW OF CHEDS SUBMISSION

Head of student Affairs review the information on student awards received from external competitions for submission to CHEDS.

IX. REVIEW OF CATALOG

Head of Student affairs reviews and updates information on following areas for inclusion in the institutional catalog:

i. Student Requests
ii. Student Grievance
iii. Student Appeal
iv. Student Responsibilities
v. Scholarships & Fee Waiver
vi. Orientation To Students
vii. Academic Advising

X. SUBMISSION OF INFORMATION FOR INSTITUTIONAL FACT BOOK AND ANNUAL REPORT

Head of Student Affairs helps in gathering information about students winning awards in the external competitions and facilitate Institutional Research Office in completing fact book and annual report.

XI. INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS

A. Administration

i. Receive student attendance details
ii. SAP List
iii. Low CGPA list
iv. List of Accelerated Students
v. List of international students
vi. List of examination absentees
vii. List of graduating students
viii. Advisors and advisees list
ix. Advisory calendars
x. CR Calendars
xi. Letters
xii. Admission Kits
xiii. Documents required for Scholarship applications

B. Computing Department

i. Consolidated list for all counseling sections
ii. Student portal ids

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C. Corporate Affairs Office

i. Coordinate CR meetings
ii. Rewardships application and status

D. Finance

i. Support in timely processing of student requests
ii. List of students with financial outstanding

E. Human Resource Department

i. List of students who didn't submit their passport

XII. ANNUAL PLANNING

The Head of Student Affairs Office plans the activities of this office for the complete academic year. The planning for next academic year is generally initiated during the last semester of the current academic year. Planning includes review and update of all documents required for the smooth functioning of the committee.

Following are some of the documents developed, reviewed and updated as part of planning:

xlv. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
xlvi. Policy & Procedures Manual
xlvii. Forms, Process Flows & Authority Level
xlviii. Strategic Plan
xlix. IE Tools
l. Feedback
li. Fact Files
lii. Job Description
liii. Pre-Semester Checklist
liv. Operational Checklist
lv. Calendars & Checklists
lvi. Orientation to faculty
lvii. Requirements from other departments or committees
lviii. Semester Closing & Opening Presentation
lix. Semester Audits
lx. Reporting Format
lxi. Notice Board updates
lxii. Website content
lxiii. FAQS
lxiv. Portal content
lxv. Calendar Management System
lxvi. Document Management System
lxvii. Budget of the committee

XIII. SEMESTER PLANNING & CLOSING PRESENTATON

The Head of Student Affairs Office presents the Closing updates and planning of the next Semester to all Faculty and Staff members at the end of every semester, which includes the details about the completion status of the activities planned before the commencement of the semester, important statistics and major activities planned for the next upcoming semester.

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XIV. AUDIT

The Head of Student Affairs Office submits reports on various activities to EC on regular basis. All reports are audited by QA Office for their completeness and forwarded to EC for final review and approval.

XV. FACT FILE

The Student Services department prepares the fact file consisting of important statistics related to counseling, advising /mentoring, CR meetings and scholarships which is submitted to the Head of Student Affairs Office for review.

XVI. CALENDARS

The Head of Student Affairs Office plans the year round activities of the Committee and develops a calendar consisting of a schedule of the planned activities. The calendar is submitted in the planning file of the committee. The Committee also uploads this calendar on the calendar Management System which enables this Office to keep track of their planned activities and complete them in a timely manner.

XVII. CHECK LIST

The Head of Student Affairs Office maintains a checklist of all major activities to be accomplished by them which is further segregated on the basis of its completion time point. Certain activities are required to be completed before the start of a particular semester and hence will be included in the Pre-semester checklist and list of tasks to be completed during the semester will be included in the Operational checklist with week-wise distribution of task. The status of activities included in the Pre-semester checklist are reviewed and updated by the Office at least one week prior to the start of the semester and finally submitted to the Dean's Office.

XVIII. WEBSITE, PORTAL & FAQ

Information on specific areas and functions of the Student Services department are displayed on the SUC Website which is reviewed and approved by the Head of Student Affairs Office before the start of every semester. The Office also provides all necessary information on major events conducted by the committee including workshops and development programs to the Media and Communication Department for displaying it on SUC Website and Social Media Websites.

The Office also reviews the frequently asked questions from Student Services Department for displaying on SUC website.

XIX. IE TOOLS

The Head of Student Affairs Office is responsible for submission of IE Reports to IR Office as per the IE calendar provided at the start of the Academic Year.

XX. BUDGET

The Head of Student Affairs Office submits a proposed budget for various activities planned by the committee for the forthcoming academic year to Finance department. Finance department presents the budget to COEC for review and approval. The budget for the next academic year is finalized each year in the month of July/August for the next academic year.

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XXI. EVALUATION

a. COEC, Dean and HQA evaluates the overall performance of HSA based on the achievement of goals.
b. Functional Heads, Committee Chairs evaluate HSA based on the formal and informal inputs received from various sources (As per questionnaire).
c. Faculty members also evaluate HSA as per the questionnaire.
d. Student feedback on student services is also considered for evaluation of HSA.
e. Apart from the operational evaluation, HSA is also evaluated as per Faculty evaluation System.

HSA's Evaluation components are given below:

S. No	Component	Weights
1	COEC,DEAN,HQA EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF GOAL SET AT THE BEGINNING	20
2	DEAN	20
3	HQA, HASS, HOA	5
4	ADVISORS	10
5	STUDENT FEEDBACK ON STUDENT SERVICES	10
6	SELF EVALUATION	5
7	FES – TEACHING EFFECTIVENESS(AS PER FES CRITERIA)	20
	Overall	**100**

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9. COMMITTEES

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I. INTRODUCTION:

There are four committees at Skyline University College responsible for the academic planning and operations, research, community services and teaching effectiveness of faculty members. They are as follows:

1. Academic Planning and Operations committee
2. Research committee
3. Community Services Committee
4. Teaching Effectiveness committee

II. CONSTITUTION:

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

III. FUNCTIONS:

Each committee is assigned with specific roles and responsibilities which facilitate the smooth functioning of major functions of research, teaching effectiveness, academic planning and operations.

IV. APPOINTMENT & TERM

The chair of committees and the members are appointed by the EC for a period of 2 years.
The continuation or removal of the chair and members is based on the performance appraisal during the tenure.

V. EVALUATION

A. COMMITTEE CHAIR

- **i.** EC evaluates the overall performance of Committee Chairs based on the achievement of goals.
- **ii.** Functional Heads evaluate Committee Chairs based on the formal and informal inputs received from various sources (As per questionnaire).
- **iii.** Faculty members also evaluate Committee Chairs as per the questionnaire.
- **iv.** Apart from the operational evaluation, Committee Chairs is also evaluated as per Faculty evaluation System.

COMMITTEE CHAIR'S EVALUATION COMPONENTS ARE GIVEN BELOW:

S. No	Component	Weights
1	EC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF COMMITTEE GOAL SET AT THE BEGINNING	15
2	COMMITTEE COORDINATORS	5
3	FES COMPONENT	80
	Overall	**100**

B. COMMITTEE COORDINATORS

- **i.** EC evaluates the overall performance of Committee Coordinators based on the achievement of goals.
- **ii.** Functional Heads and Committee Chairs evaluate Committee Coordinators based on the formal and informal inputs received from various sources (As per questionnaire).
- **iii.** Faculty members also evaluate Committee Coordinators as per the questionnaire.
- **iv.** Apart from the operational evaluation, Committee Coordinators is also evaluated as per Faculty evaluation System.

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COMMITTEE COORDINATOR'S EVALUATION COMPONENTS ARE GIVEN BELOW:

S. No	Component	Weights
1	EC EVALUATION ON OVERALL PERFORMANCE INCLUDING STATUS OF COMMITTEE GOAL SET AT THE BEGINNING	10
2	COMMITTEE CHAIR	10
3	FES COMPONENT	80
	Overall	**100**

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SECTION 2A
ACADEMIC PLANNING & OPERATIONS COMMITTEE

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SNO	DESCRIPTION	PAGE NO
I	INTRODUCTION	
II	GOALS, OBJECTIVES, KPIs	
III	STRUCTURE OF THE COMMITTEE	
IV	STRATEGIC PLAN	
V	OVERALL RESPONSIBILITIES OF COMMITTEE	
VI	RESPONSIBILITIES OF CHAIR	
VII	RESPONSIBILITIES OF COORDINATORS	
VIII	COMMITTEE SPECIFIC POLICIES	
	A. REVIEW AND PLAN ACADEMIC STRATEGIES	
	B. REVIEW AND PREPARE ACADEMIC PLAN	
	C. PLAN ACADEMIC OPERATIONS EFFECTIVELY AND EFFICIENTLY	
	D. PLAN & RECOMMEND ACADEMIC FACULTY REQUIREMENT	
	E. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS, AS PER MOHESR STANDARD IMPLEMENTATION	
	F. COURSE CDP PREPARATION AND GROUP LEADER ALLOCATION	
	G. FACULTY ALLOCATION FOR VARIOUS ACADEMIC TASKS	
	H. REVIEW & PLANNING OF LEARNING RESOURCES LIBRARY	
	I. REVIEWING & PLANNING OF LEARNING RESOURCES IT	
	J. TO PROVIDE PLATFORM FOR PROFESSIONAL DEVELOPMENT OF FACULTY	
	K. PROVIDE INPUTS TO OTHER COMMITTEES REGARDING CURRENT AND FUTURE TRENDS FOR ACADEMIC EXCELLENCE	
	L. TO COLLABORATE THROUGH INTERNATIONAL NETWORKING AND INTERNATIONAL ACCREDITATION	
	M. COLLABORATE WITH IRO & QA TO ACCOMPLISH PROGRAM REVIEW PROCESS	

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	N. COORDINATION WITH MEDIA AND COMMUNICATION	
IX	ORIENTATION	
	A. ORIENTATION TO CONTINUING STUDENTS	
	B. ORIENTATION TO NEW FACULTY MEMBERS	
	C. ORINETATION TO NEW STUDENTS	

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I. INTRODUCTION

The Academic Planning Committee is responsible for preparing the academic plan for Programs to achieve the vision and mission of SUC. This exercise is carried out as per the strategic directions and the gaps identified after analyzing previous academic operations. Based on the academic planning, yearly, semester and Quarter operation plans for academics, learning resources and human resources are prepared which are further disseminated to respective departments for implementation. This committee is also responsible for planning and conducting professional training courses under Centre for Professional Development. Academic and Operations Planning Committee coordinates with IR and QA office in maintaining academic standards as per MOHESR and coordinate in the accreditation process and development of new academic programs. This committee also explores the possibilities of developing SUC academic standards in line with the national / international academic standards.

II. GOALS AND OBJECTIVES

A. To plan and oversee Academic operations of the University

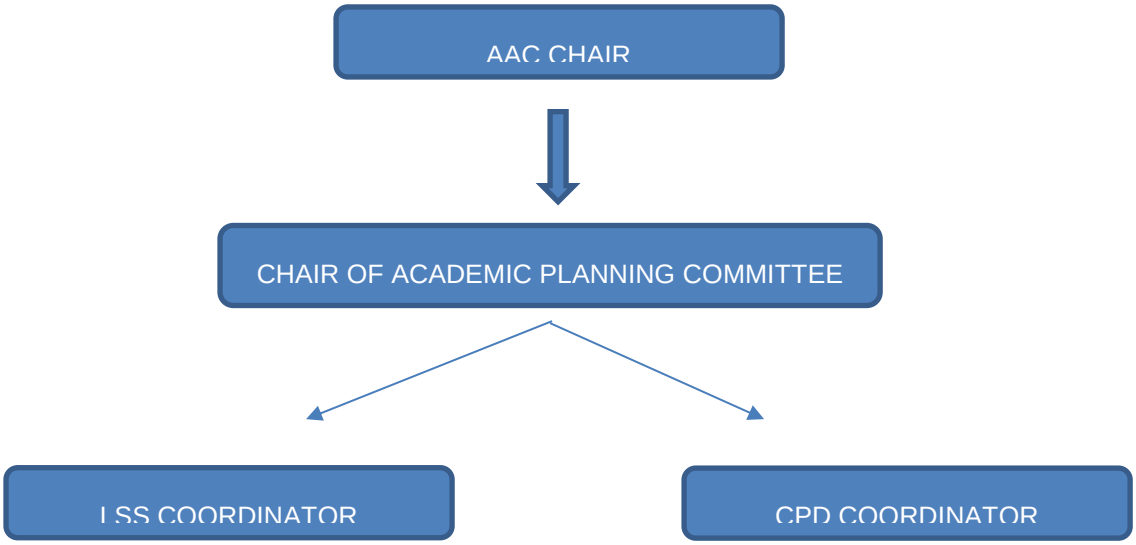
B. To plan and conduct various professional training courses

C. To plan and conduct Management Development Programs

D. To assist in the academic aspects of accreditations

E. To enrich University learning resources

III. STRUCTURE OF THE COMMITTEE



IV. STRATEGIC PLAN

The Academic Planning & Operations Committee receives directions from the strategic plan core committee to frame the operational strategic plan of the Academic Planning & Operations Committee wherein the committee defines its direction, and makes decisions on allocating its resources for various activities related to academic planning to be carried out over the strategic plan period. The progress of this operational strategic plan is annually reviewed by this committee.

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V. OVERALL RESPONSIBILITIES OF COMMITTEE

Academic Planning & Operations Committee will be responsible for

A. Course Allocations
B. Dissertation, Internship and Group Leader Allocation
C. Recruitment Planning
D. Faculty Shortlisting with HR and other committee members
E. MOHESR documentation in coordination with QA and other department
F. FDP planning with other units
G. Allocation of invigilation duties
H. Faculty information statistics
I. Preparation of Academic Manual
J. Organizing conferences
K. University Ranking and Listings
L. International Collaboration and Accreditation Support
M. Learning Resources
- **i.** Library
- **ii.** Computing

VI. RESPONSIBILITIES OF CHAIR

a. Allocation of courses to faculty
b. Faculty recruitment planning
c. Faculty Training and development programs
d. New Program Proposals
e. MOHESR Standard Implementation
f. Faculty timing & allocation of invigilation duties
g. Preparation of Planning & Closing documents of the committee

VII. RESPONSIBILITIES OF COORDINATORS

A. COORDINATOR1

- **i.** New Program Proposals
- **ii.** MOHESR Standard Implementation
- **iii.** Faculty timing &allocation of invigilation duties
- **iv.** MDP

B. COORDINATOR2

- **i.** Computer Department Planning
- **ii.** ERP/SharePoint /LMS
- **iii.** Training development programs on learning support services for Employees
- **iv.** Social Media

VIII. COMMITTEE SPECIFIC POLICIES

A. REVIEW AND PLAN ACADEMIC STRATEGIES

Academic Planning & Operations Committee undertakes a thorough auditing of its previous Academic Plan target Vs Achievements in relation to its capabilities and the external and internal constraints. The internal capabilities and its gaps are assessed continuously through the Institutional Effectiveness (IE) tools which are documented on a semester basis. Evaluation of the IE tools gives an understanding of operational strengths & weaknesses and provides directions for the areas of development. Based on these inputs appropriate decisions are taken during the review of the Academic Plan.

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B. REVIEW AND PREPARE ACADEMIC PLAN

The major role of the Academic Planning & Operations committee is to review the previous planned academic operations and based on the gaps identified the new academic plans are prepared and disseminated to respective departments for necessary action.

C. PLAN ACADEMIC OPERATIONS EFFECTIVELY AND EFFICIENTLY

Academic Planning & Operations Committee effectively plans based on the progress of enrollments and the class size policy, teaching load and full time to part time faculty ratio. This exercise must be carried out at least 2 months prior to the start of each semester.

Following are the steps to be followed:

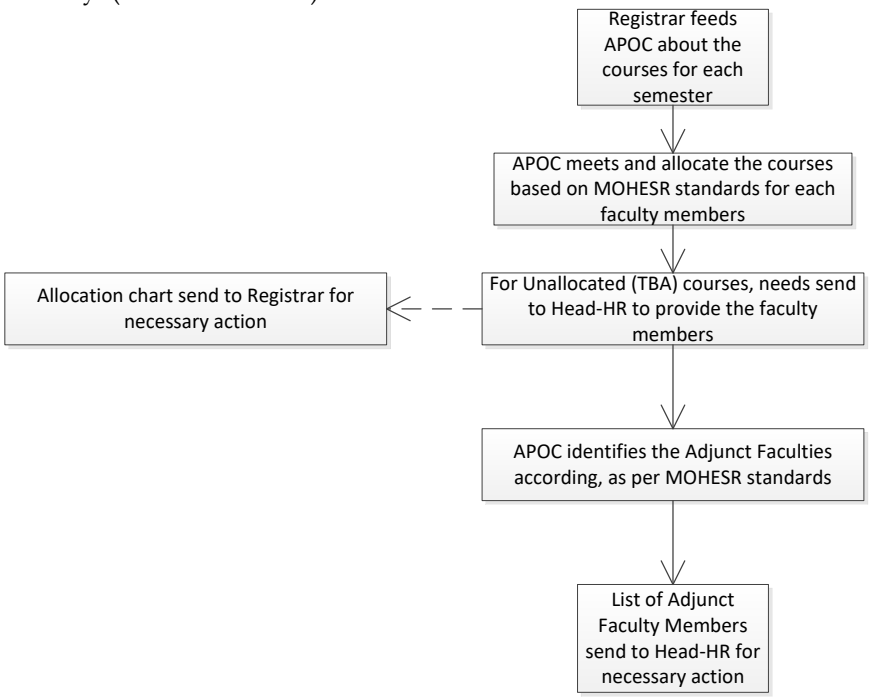
i. No. of students enrolled in all the categories of intakes (weekend and weekday batches, BBA & MBA, major wise, morning, evening)
ii. Creation of batches following the class size policies
iii. Class Scheduling

D. PLAN & RECOMMEND ACADEMIC FACULTY REQUIREMENT

i. Existing faculty resources and further requirements maintaining 75:25 FT to PT ratio along with teaching load
ii. Hiring part time & full time
iii. Maintaining faculty student ratio
iv. Orientations
v. Induction
vi. Peer review coordination

E. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS, AS PER MOHESR STANDARD IMPLEMENTATION

Allocation of the courses is carried out according to the area of specialization, experience, terminal degree & MOHESR standards of Teaching Load, Student Faculty Ratio and Class size Policy. (Refer annexures)



Faculty Course Allocation Process

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F. COURSE CDP PREPARATION AND GROUP LEADER ALLOCATION :

APOC will allocate group leaders after allocating the courses. The course leaders will be responsible for preparing CDP for their respective subjects. Committee will review Minutes of various group leader meetings. Committee will also review all CDP's and recommend it for approval.

G. FACULTY ALLOCATION FOR VARIOUS ACADEMIC TASKS

i. Examination & Invigilation Allocation: APOC will recommend the members for Invigilation and quality check to the Dean.

ii. Dissertation and Internship Allocation: APOC will recommend the members for Dissertation and Internship based on requirement submitted by Registrar.

H. REVIEW & PLANNING OF LEARNING RESOURCES LIBRARY

i. Creating a user experience that is high quality, consistent, and robust regardless of user's location and access method

ii. Build the digital infrastructure needed to support teaching, research and scholarly communication.

iii. Involve with users through communication strategies that make SUC Libraries resources and services more perceptible, more used, and better accustomed to user needs.

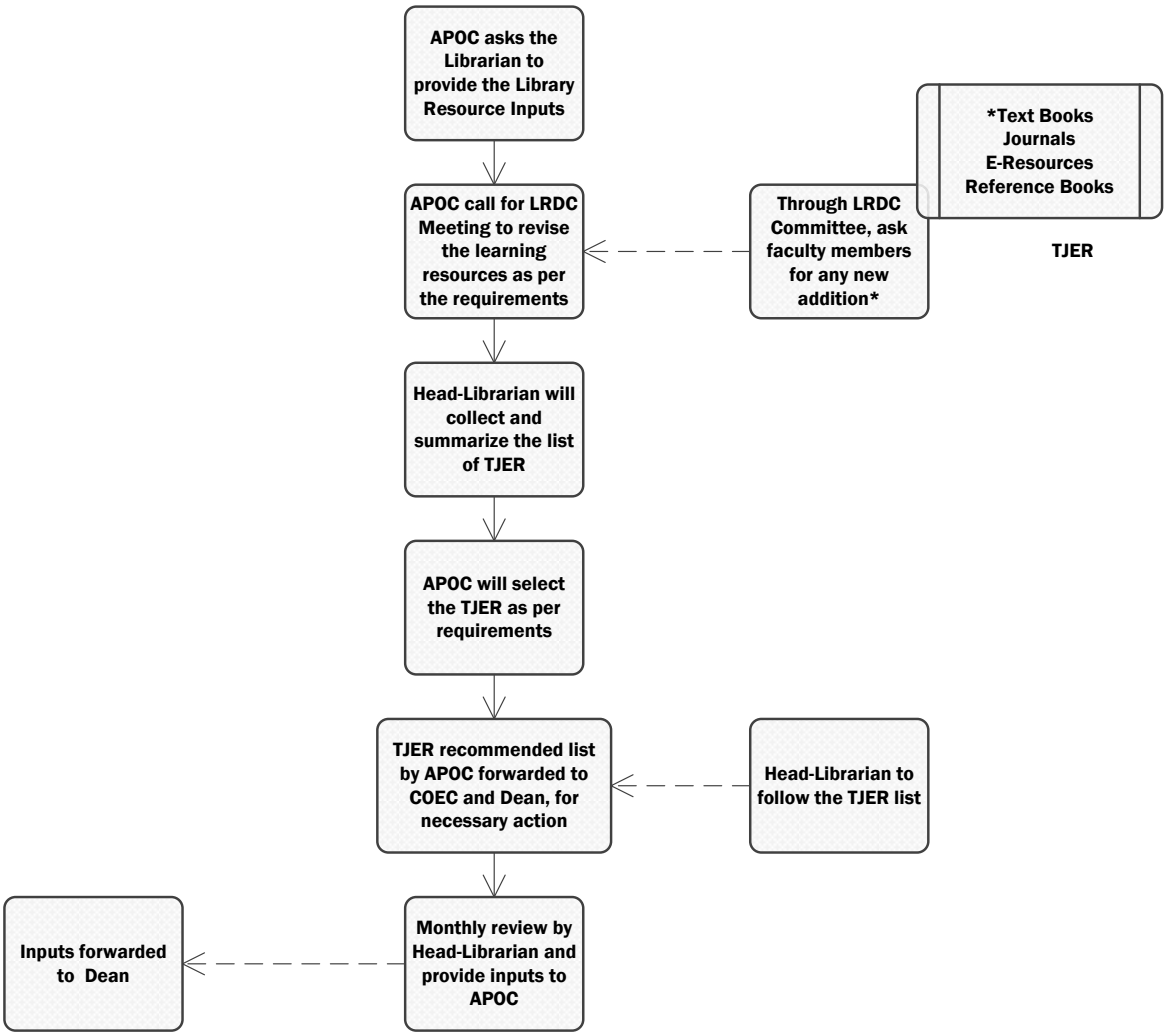

Figure 11: *Library Learning Resources Planning Process*

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I. REVIEWING & PLANNING OF LEARNING RESOURCES IT

i. Improving SUC IT vision, strategy and policy, and the timelines of decision-making processes for IT.

ii. Improving the SUC ability to access and use data to make informed decisions and provide high quality service and high touch educational experiences.

iii. Building ubiquitous, high bandwidth capability for all users, accessible any time, any place in a secure, efficient manner.

iv. Social media

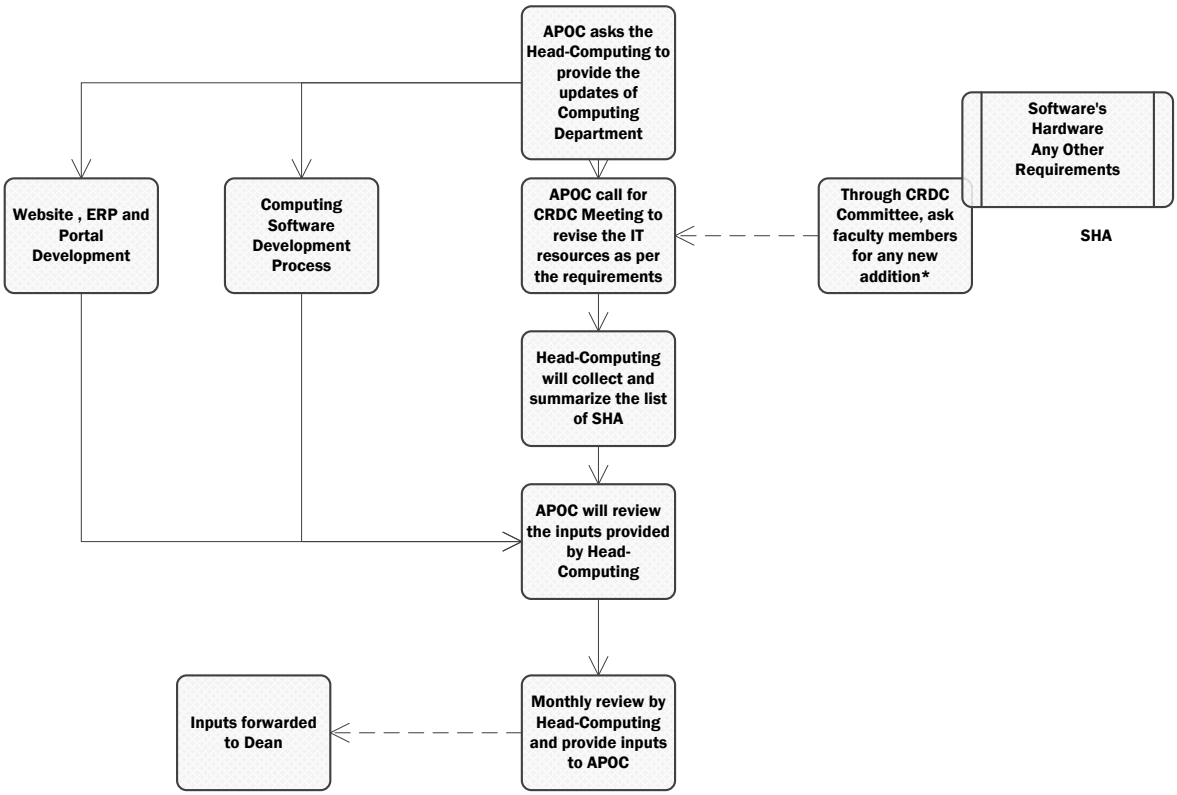

Figure 12: *Computing Planning Process*

J. TO PROVIDE PLATFORM FOR PROFESSIONAL DEVELOPMENT OF FACULTY

i. Planning &Organizing conferences/seminar/workshops

APOC seeks coordination from various departments to organize conference & workshops once in two years and ensures the inclusion of Research inputs of faculty into the CDPs and other academic activities.

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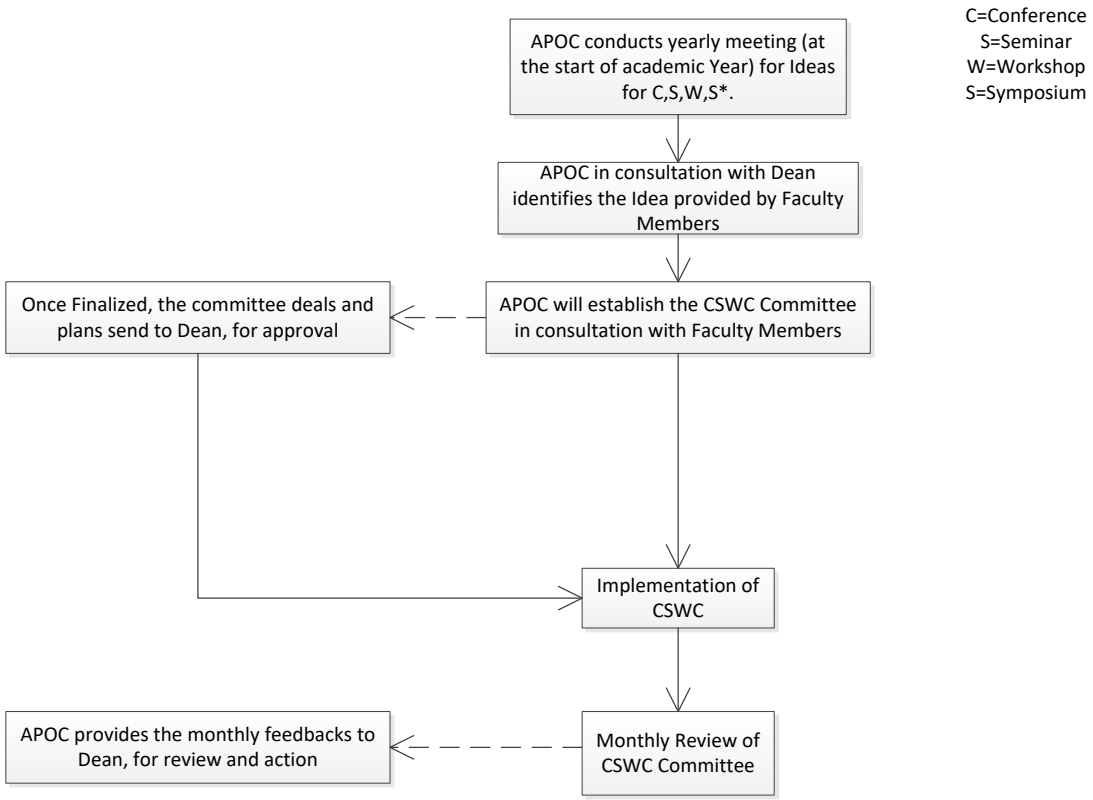

Figure 8: CSWC Implementation Process

ii. Planning and implementing CPD activities

APOC is responsible for the planning of CPD department which includes preparing marketing plan including advertisement plan, setting of targets, proposing budget an APOC conducts different training short & long courses as per the need of community with the cooperation of CPD and Marketing& PR Department (MPRD) to contact government & non-government organization to identify different training courses as per the needs analysis to enhance their skills and knowledge.

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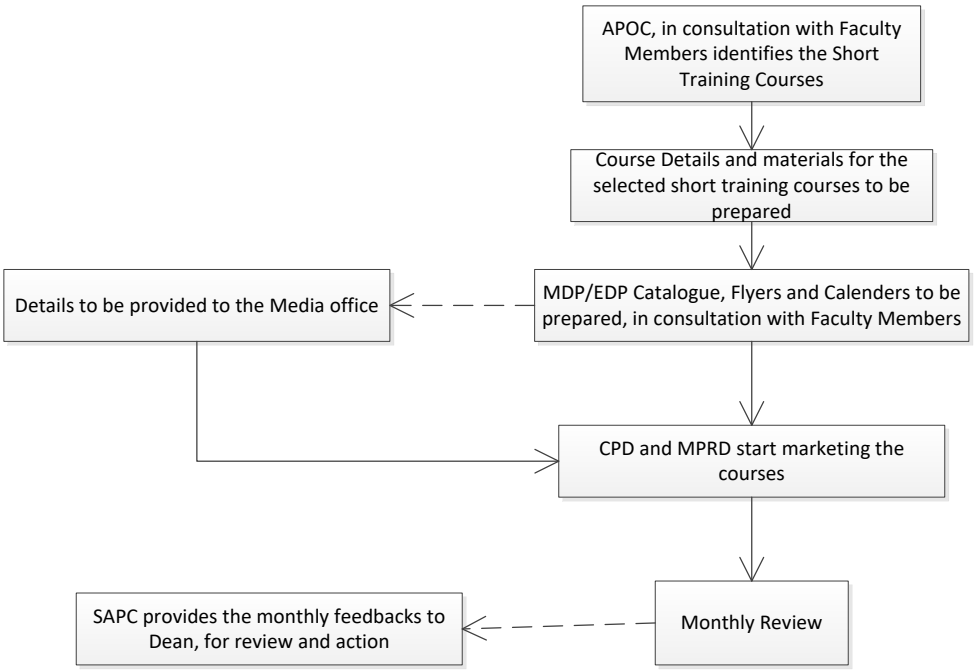

Figure 9: MDP/EDP Planning Process

K. PROVIDE INPUTS TO OTHER COMMITTEES REGARDING CURRENT AND FUTURE TRENDS FOR ACADEMIC EXCELLENCE

APOC updates the academic operations and communicates from time to time with other units about current and future academic plan of SUC

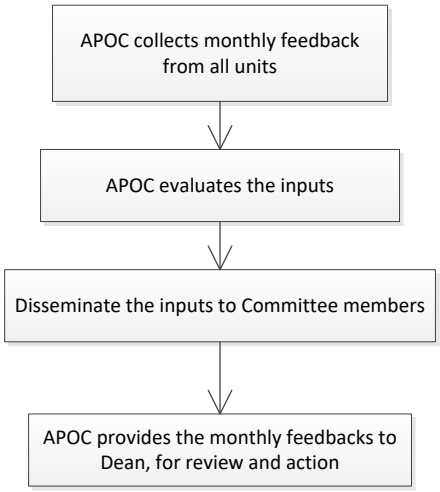

Figure 10: Academic Operation Implementation and Planning Process

L. TO COLLABORATE THROUGH INTERNATIONAL NETWORKING AND INTERNATIONAL ACCREDITATION

Academic Planning & Operations Committee collaborates with IRO & QA Office in meeting the academic requirements for accomplishing national and international accreditation.

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M. COLLABORATE WITH IRO & QA TO ACCOMPLISH PROGRAM REVIEW PROCESS

The Academic Planning Committee facilitates IR & QA to complete the Program Review Process.

N. COORDINATION WITH MEDIA AND COMMUNICATION

APOC coordinates with Media and Communication department for Regional and international ranking and Listing.

IX. ORIENTATION

D. ORIENTATION TO CONTINUING STUDENTS

i. Freshman Students

- **b.** Induction into higher education
- **c.** Professional training courses conducted under CPD

ii. Sophomore Students

- **f.** Accelerated Program
- **g.** Maintaining CGPA
- **h.** Change of Majors
- **i.** Scholarships
- **j.** Articulation with other Universities

iii. Junior & Senior Students

- **e.** Dissertation
- **f.** Internship / Internship Project
- **g.** Career Progression
- **h.** Articulation with other Universities

iv. MBA Students

- **d.** Importance of MBA study
- **e.** Academic rigor at Masters level
- **f.** MBA learning methodologies

E. ORIENTATION TO NEW FACULTY MEMBERS

HOA orients new faculty so as to enable them to be inducted into the institution and understand the institutional academic activities, programs, CDD & CDP system, examination and other academic policies.

F. NEW STUDENTS

HOA orients students about BBA & MBA programs and its academic policies the role of SUC in accomplishing its vision. He also covers the roles and responsibilities of students and the expected academic rigor to meet the SUC vision.

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SECTION 2B
RESEARCH COMMITTEE

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SNO	DESCRIPTION	PAGE
I	INTRODUCTION	
II	GOALS	
III	STRUCTURE OF THE COMMITTEE	
IV	STRATEGIC PLAN	
V	ROLE OF RESEARCH COMMITTEE	
VI	OVERALL RESPONSIBILITIES OF THE COMMITTEE	
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	C. CASE STUDY DEVELOPMENT POLICY	
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	A. INTRODUCTION	
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	D. ORIENTATION TO FACULTY	
	E. IDENTIFICATION OF THE THEME (CASE)	

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	F. CHAIR COLLECTS AND REVIEWS ALL THE CASES	
	G. SCREENING THE CASES	
XI	MANAGING KNOWLEDGE UPDATES	
	A. INTRODUCTION & PURPOSE	
	B. GOALS	
	C. COMMITTEES KPI'S	
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XII	INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS	
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XV	ANNUAL PLANNING OF THE COMMITTEE	
XVI	SEMESTER PLANNING & CLOSING PRESENTATON	
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XXI	WEBSITE, PORTAL & FAQ	
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XXVI	EVALUATION	

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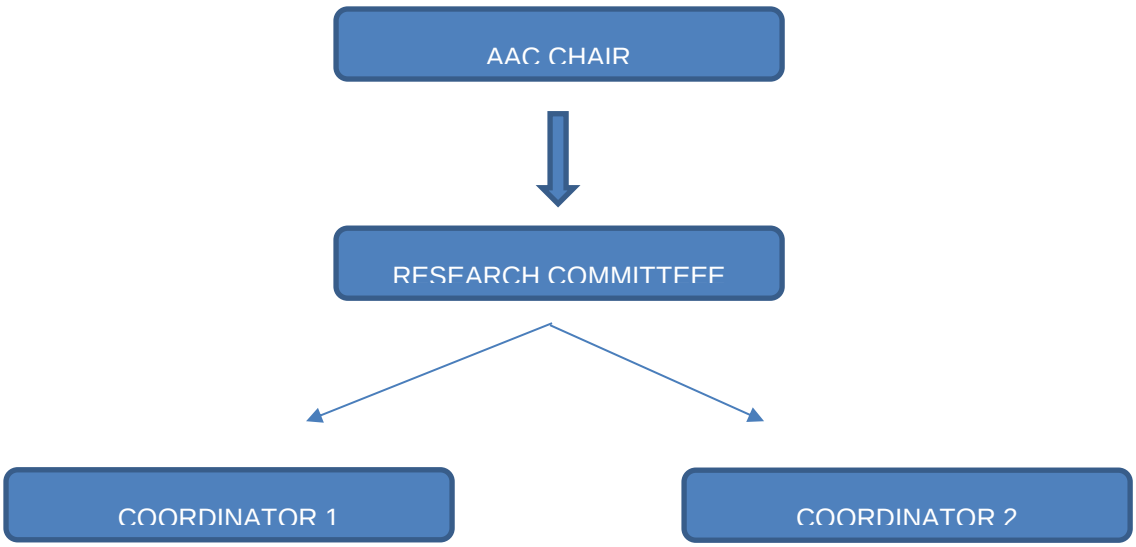
I. INTRODUCTION

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. 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 research papers must be published in refereed journals and all the conference presentations preferably be from reputable Academies or Associations (Sample of Recommended Journals and Refereed Conferences are mentioned in the Faculty Evaluation Criteria in the Research Policy Document). Skyline University offers an academic & financial support to Faculty members to initiate a research preferably an applied and good quality in all relevant areas of Business Management, Computer, Social Sciences, Tourism and Language domains. 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 & Development committee will also maintain a research culture in order to explore relevant research areas and identify funding opportunities for Faculty and Students.

II. GOALS

A. To provide a positive environment for research activities to enhance research skills of Faculty
B. To publish a recognized research work and share a knowledge within & outside

III. STRUCTURE OF THE COMMITTEE



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IV. STRATEGIC PLAN

The Research Committee receives directions from the strategic plan core for planning of the Research and development activities. The committee defines its direction, and makes decisions on allocating its resources for research, conference participation, case study development and knowledge updates through the strategic plan which is being reviewed yearly.

V. ROLE OF RESEARCH COMMITTEE

A. To offer excellent research support services
B. A commitment to quality research
C. To foster collegiality and collaboration in research
D. To ensure full compliance in research ethics.

VI. OVERALL RESPONSIBILITIES OF THE COMMITTEE

A. Recruitment Panel interview
B. Orientation for new faculty members on research
C. Conference Identification and circulation
D. External Research Projects & Fund allocation
E. Approval of Conference proposals & Research Papers
F. Post conference presentation
G. FES – Research criteria and evaluation
H. Managing Case study center
I. Managing Knowledge updates
J. Conducting bi-annual research forums
K. Planning for future research Strategy
L. Improving BBA dissertations & MBA project assignments
M. Promote Interdisciplinary research at SUC

VII. INDIVIDUAL RESPONSIBILITIES (CHAIR, COORDINATOR 1 AND 2)

As per policy, all the members of research committee are responsible for the smooth operation of carrying out research activities, coordinating with faculty, reporting to Dean and COEC. In order to have a systematic operation, committee members will also maintain individual tasks as given below.

- **Chair responsibilities**
  - Case Study Center and overall responsible for the operations.
  - Papers published as per Skyline University College Policy
  - Case studies developed as per Skyline University College Policy
  - Papers presented in International Conferences as per Skyline University College Policy
  - Provides research updates to Dean and COEC office
- **Coordinator 1 responsibilities**
  - Conferences and Publications

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- Coordination with Faculty on research policies
- Coordination with Chair on Faculty publications
- Coordination with Chair on Faculty Conference presentations
- Coordination with Chair on paper publications and papers on progress

- **Coordinator 2 responsibilities**
  - Knowledge Updates
  - Maintains database of Skyline University College
  - Coordination with Chair on Faculty database
  - Coordination with Chair on Faculty database on website

VIII. COMMITTEE'S KPIS

SNO	Goals/Objectives	Measurement Analysis	KPIs	Benchmark
Goal 1	**To provide a positive environment for research activities to enhance research skills of Faculty**			
1.1 Objective	To support and encourage research activities that will promote faculty, their professional growth and	To see how many faculty members attended the research Training, Case study workshop, Research forum or any other innovative	No. of faculty participated	60 %
1.2 Objective	To develop a creative research partnership & consultancy with businesses, universities, government & non-governmental organizations based on	To promote collaborative activities with outside Institutes related to research, cases and knowledge sharing	No. of collaborative activities	01 organization
1.3 Objective	To strengthen and update library and its collection to support research activities	To see the required research collection in library (journals, on line databases & research tools like SPSS software etc.	No. of research journals in library. Updated databases, directories etc.	75 % Satisfaction
1.4 Objective	To provide research funds to academic staff for research & other scholarly activities.	To see how many faculty members utilized the funding for the conferences & publication in one	Budget utilized One year budget (X) 100	60 % Utilization
Goal 2	**To publish a recognized research work and share a knowledge within & outside University**			

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2.1 Objective	To facilitate faculty to publish & present quality research work in relevant specialization and	To see whether the Faculty published & presented quality research papers? How many publications or conference	Timely publications	60% Conference & Publications
2.2	To facilitate faculty to write Case studies in relevant specialization and	To see whether the Faculty has written relevant Case studies. How many Cases are written and	Timely publications	20%
2.3	To disseminate the knowledge & research updates to stakeholders	To see how many researchers are satisfied with the research updates?	Satisfaction rate through the feedback &	50 %

IX. COMMITTEE SPECIFIC POLICIES

A. RESEARCH AND CONFERENCE PARTICIPATION AND PUBLICATION

i. Introduction

Research & Development Committee will cover all research related activities at Skyline University College and will facilitate the Faculty members to perform as expected by the University. Research committee 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 Committee is to create a research environment, improve paper publications, Participation in quality conferences and write Business cases as required at graduate & post graduate levels.

iii. Committees KPI's

a. Number of papers published
b. Number of case studies written
c. Number of participation in reputable conferences
d. Disseminating the knowledge updates to all Faculty and Students

B. CONFERENCE PARTICIPATION & PUBLICATION POLICY

- **Lecturer**
  Two Research publications and Two International Conferences
- **Assistant Professor**
  Three Research publications and Three International Conferences
- **Associate Professor**
  Three Research publications and Three International Conferences
- **Full Professor**
  Three Research publications and Three International Conferences

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Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
Lecturer	Conference	Paper	Conference	Paper	
Assistant. Professor	Paper	Conference	Paper	Conference	Conference & Paper
Associate Professor	Paper	Conference	Paper	Conference	Conference & Paper
Professor	Conference	Paper	Conference	Paper	Conference & Paper

Table # 1 (Policy for Faculty members' research activities)

NOTE:

a. *The Conference or Paper mentioned above is not fixed for any year. Faculty members can choose either of them in any academic year. Above criteria is applicable to all authors. The author should inform the committee about its authorship as Single author or Joint paper. The research committee will decide on the field and relevance of the paper, conference or case study.*

b. *The conference presented paper should be published or must have shown another publication before requesting for other conference funds. (Or at least completed the requirements of publications in form of acceptance or reviewer comments.*

C. CASE STUDY DEVELOPMENT POLICY
(Faculty members' Case development activities)

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
JUST ONE GOOD CASE STUDY IN FIVE YEARS					
Lecturer	Case Study Development				
Assistant. Professor	(Related to any region preferably on UAE, GCC or MENA)				
Associate Professor	Case Study Development				
Full Professor	(Related to any region preferably on UAE, GCC or MENA)				

Table # 2 (Policy for Faculty members' professional development activities)

Note: *Faculty members can get a credit of professional development as mentioned in Annexure of Faculty professional development provided they submit a complete Initial Case Document (INERNAL Document). This will become compulsory to complete and publish in next academic year. The rest of other professional development activities will also remain same as specified earlier. Above criteria is applicable to all authors. The author should inform the Committee about its authorship as single author or joint research work. Committee will decide on the field and relevance of case study.*

Apart from the normal required teaching methodology, research and case usages. All faculty members may preferably include at least two to three case studies in every semester for each subject especially in the advanced classes or as per the preferences & choice of the Faculty.

i. One Case study should be pertinent to the subject theme
ii. Second Case study should be pertinent to UAE
iii. Third Case study should be pertinent to International level.

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a. **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 funds, other resources and subject to the competition, the SUC provides funds for presentation/ publication in significant professional meetings, conferences, seminars, and publications in peer reviewed 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 research committee. This applies to all Faculty members who have completed minimum one year of continuous service at Skyline University College. Faculty members who apply for conference forum are required to complete following forms and submit to research department.

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

Before proceeding to the Conference (National / International)
Refer to the Conference Presentation Form (Appendix) in the end

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

1. After the Conference
   1.1. Submission of proceedings
   1.2. Certificate of Presentation / Participation
   1.3. Registration invoice copy
   1.4. Presentation to Faculty members (SUC) if paper was presented
   1.5. Sharing of Conference experience if participated only.

2. Application through proper channel.
   Faculty members can formally apply by filling the specific form (conference presentation, conference participation or publication fees) to the Research committee with all required

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documents as mentioned in the procedure. Research committee. Research committee will review the application according to the standard as specified and if satisfied will be recommended and forwarded to Dean for approval. Dean's office will review the application and will communicate its approval / not approval to HR department that will then communicate to concerned Faculty and Finance.

3. Fund allocation and disbursement

Note: Each Faculty member will be paid AED 30000 in five years (AY 14-15 to 18-19)

In addition to that, AED 3000 will also paid for publication fees or Data collection if required.

3.1. The SUC covers the expenses of a Conference presentation for the participation up to AED 10,000/- per conference. Faculty members are encouraged to participate as presenter (refer to the criteria)

3.2. The amount will be paid after the conference.

3.3. Faculty can utilize fund in 3 equal installments of AED 10,000 per Conference.

3.4. 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 FES.

Though, AED 30000 is earmarked for Assistant Professor, Associate Professor and Full Professor and AED 20000 for Lecturers but Faculty members will be supported on Local, Regional and International Conferences. Per Diem allowance will also be given to Faculty as per conference days in the following categories. Faculty members with the completion of six months' probation period will also be eligible for research funds as per the ranks mentioned above.

3.5. Local conference participation within UAE can be funded up to AED 2000 plus per diem allowance up to AED 200

3.6. Regional conference participation in GCC countries can be funded up to AED 5000 plus per diem allowance up to AED 500

3.7. International conference participation outside UAE & GCC can be funded up to AED 10000 only per conference in a year plus per diem allowance up to AED 1000

Above funding classification will be adjusted in five years from the total earmarked financial support of AED 30000 for Assistant/Associate/Professor levels and AED 20000 for Lecturers.

<u>Leave Policy for presenting papers in National / International Conferences.</u>

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

3.8. Two working days for Conferences in UAE (For morning sessions only)

3.9. Three working days for Conferences in GCC

3.10. Four working days for Conferences in Asian Countries & Far eastern.

3.11. Five working days for Conferences in Europe, North/South America and Australia & NZ

Faculty members who want to attend any Conference as participant, the Committee will decide based on the conference details. Above leave is applicable only once in any academic year.

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D. RESEARCH OUTPUT CATEGORIES

a. 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 research committee as comprising of creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of business, 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).

b. 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

For proof of peer-review for Journal Articles go to the Ulrich's database to confirm journal is 'Refereed', or if the Journal is listing in the Institute for Scientific Information database, it is considered peer-reviewed/refereed

1. the author must be affiliated with the claiming institution
2. must have an International Standard Serial Number
3. Some journals may be regularly published as separate volumes with an ISBN rather than an ISSN. The publication should be clearly identified as an edition of a journal, and not a book, articles in such publications may be eligible if they meet all other criteria

If an ISSN does *not* appear in the journal you will need to provide:

1. external evidence such as an ISSN number being cited in an extract from one of the Institute for Scientific Information indexes or
2. evidence that the journal is classified as 'refereed' in Ulrich's International Periodicals Directory (Volume 5 - Refereed Serials) or via Ulrich's website

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The types of journal articles that may meet the criteria include:

1. commentaries and communications of original research
2. research notes
3. letters to journals, provided that the letter satisfies the definition of research (as defined above) and the subsequent definitions for journal articles in this section
4. critical scholarly texts which appear in article form
5. articles reviewing multiple works or an entire field of research
6. invited papers in journals
7. articles in journals which are targeted to both scholars and professionals
8. articles in a standalone series
9. book reviews
10. case studies

The types of journal articles that do not meet the criteria include:

1. letters to the editor
2. articles designed to inform practitioners on existing knowledge in a professional field
3. articles in newspapers and popular magazines (this category has some weightage publication requirements but at D criteria, the committee will decide further on its acceptance or rejection)
4. editorials
5. brief commentaries and communications of original research
6. reviews of art exhibitions, concerts, theatre productions

b. Verification Requirements

Please send this documentation direct to the Conference and Publication Coordinator.

1. If you have attached an electronic copy of the published version of your article, you will not need to send in any verification documentation.
2. If you have not attached an electronic copy of the published version of your article, the following verification documentation is required:
   - 2.1. a full copy of the article or offprint of the article
   - 2.2. photocopies of pages showing all bibliographic information (journal title, ISSN or ISBN, Volume, Issue (where applicable) and dates where not provided in copy or offprint)
   - 2.3. If an ISSN does not appear in the journal,
   - 2.4. external evidence such as an ISSN number being cited in an extract from one of the Institute for Scientific Information indexes or
   - 2.5. evidence that the journal is classified as 'refereed' in Ulrich's International Periodicals Directory (Volume 5 - Refereed Serials) or via Ulrich's website
   - 2.6. Evidence indicating the author's affiliation to the institution. By-line or footnote or statement in publication indicating research undertaken in author's capacity as a staff member or student of the university
3. If the article is not listed in Ulrich's database as refereed, or listed in Institute for Scientific Information database, proof of peer review is required. This can be provided as either:

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3.1. statement in the journal that contributions are refereed or
3.2. statement from editor stating that contributions are refereed, or
3.3. copy of referee's assessment relating to the article

E. CONFERENCE PROCEEDINGS

a. To be included in this category the conference publication must meet the SUC definition of research and
   - 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
   - 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
   - be peer reviewed
   - be presented at conferences, workshops or seminars of national or international significance available to the wider audience
   - 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 Conference & Research Publications Coordinator

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:

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7. statement in proceedings that full papers are refereed, or
8. statement from conference organizer/editor, or
9. copy of assessment showing assessment made on full paper

Note: an ISBN or a publisher is not required for conference publications.

c. **BOOKS**

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

The types of books that may meet the criteria include:

1. critical scholarly texts
2. new interpretations of historical events
3. new ideas or perspectives based on established research findings

d. Verification Requirements

Please send verification documentation directly to the Conferences & Publication Coordinator.

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.

e. BOOK CHAPTERS

This category refers to a contribution, consisting substantially of new material, to an edited compilation in which the material is subject to editorial scrutiny.

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

1. 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

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2. must have an International Standard Book Number
3. must have been published by a commercial publisher, or if not published by a commercial publisher, must have been peer-reviewed
4. the author must be affiliated with the SUC or claiming institution
5. A book chapter may be included if it has been published previously as long as it constitutes substantial new knowledge and constitutes original research.

The types of book chapters that may meet the criteria include:

1. a scholarly introduction of chapter length to an edited volume, where the content of the introduction reports research and makes a substantial contribution to a defined area of knowledge
2. a critical scholarly text of chapter length
3. critical reviews of current research

f. Verification Requirement

Please send this documentation direct to the Conference & Publication Coordinator, complete copy of the chapter

1. complete photocopies of the table of contents, preface, introduction and pages showing all bibliographical information as appropriate (ISBN or ISSN, editor, author(s), publisher and all dates referring to copyright, publication, printing and distribution)
2. if new chapter in revised edition, include also contents of previous edition if preface does not indicate that chapter is new
3. Evidence indicating the author's affiliation to the SUC or institution. By-line or footnote or statement in publication indicating research undertaken in author's capacity as a staff member or student of the university.

F. 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***:

1. Invited Keynote Addresses at International Conferences
   Editorial Board Memberships of International Journals
   Overseas Research Visitors
2. Guest Editorship of a Special Edition of a Refereed Journal
   International Research Collaborations
3. National Research Collaborations

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G. PROMOTION POLICY (BRIEF)

RESEARCH REQUIRMENTS FOR FACULTY PROMOTIONS

1. On Appointment

An academic rank will be awarded to each faculty member at the time of initial appointment. The assigned rank will be based on an evaluation of the faculty member's academic and professional preparation, relevant experience, evidence of scholarship or creative activity, and evidence of teaching effectiveness. Guidelines for assessing rank for applicants from countries which use a different rank structure or nomenclature will be followed. The Head of Academic Services & Dean will determine the appropriate rank to be awarded when an offer is made.

Faculty will be appointed to one of the following academic ranks:

a. The rank of **Lecturer** will be awarded to faculty who have completed a Master's degree or equivalent from an accredited university and who have either demonstrated teaching effectiveness in previous appointments or provide evidence of probable success as an effective teacher and who show promise of advancing the mission of Skyline University College.
b. The ranks of **Assistant Professor, Associate Professor and Professor** will be awarded to faculty who have completed the Doctorate degree (or equivalent) or a recognized terminal degree in their field of specialization from an accredited university, or can demonstrate equivalent professional experience. Faculty appointed at Assistant Professor Rank normally must have a demonstrated record of teaching effectiveness for a minimum of three years and show promise of advancing the mission of Skyline University College through scholarly or creative achievements and professional service. Faculty appointed at Associate Professor or Professor Rank must show evidence of progressive professional development in the areas of instruction and instructionally related activities, scholarly or creative activities and professional service.
c. Specially designated ranks (e.g., V**isiting Faculty)** will be awarded to faculty who are widely recognized for achievements in their field and who are appointed for temporary periods of time to assist in advancing the mission of Skyline University College. Appointments will be made by the COEC upon a recommendation of the Dean of the College. Duration of the appointment, and compensation and benefits, shall be determined by the COEC.

2. Promotion

Faculty become eligible for promotion to a higher rank upon providing satisfactory evidence of achievements that fulfill the SUC criteria for the higher rank. Additional criteria may be specified by SUC.

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1. Skyline University College criteria for promotion to:
   a. **Assistant Professor:** Completion of a Doctorate degree (or equivalent) or a recognized terminal degree in their field of specialization from an accredited university. Candidates will normally have at least three years teaching experience at the college or university level. Plus five publications in the Journals of International repute.
   b. **Associate Professor:** All the requirements for Assistant Professor plus at least five years' service at the rank of Assistant Professor, at least two of which must have been at Skyline University College. Candidates must demonstrate a high level of teaching effectiveness, a record of scholarly or creative activity, and significant contributions in service to the Skyline University College. Plus 10 publications in the Journals of International repute.
   c. **Professor:** All the requirements for Associate Professor plus at least five years' service at the rank of Associate Professor. Candidates must demonstrate a high level of teaching effectiveness, scholarly or creative activity which was recognized by peers outside the University, and leadership roles in providing service to the Skyline University College at all levels. Plus 20 publications in the Journals of International repute.

In exceptional cases, the minimum time at rank for Assistant and Associate Professor may be waived. Additionally, professional experience credited towards rank and salary on appointment may also be credited towards time at rank for promotion.

3. Review of promotion candidates
   a. The evaluation of candidates applying for promotion to Associate Professor and Professor occurs annually. Faculty portfolios of these candidates are reviewed by SUC Promotion Committee, the College Dean, and the COEC. The scholarly and creative achievements of candidates will normally be examined by external reviewers.
   b. The SUC Promotion Committee is responsible for reviewing all requests for promotion within the SUC and making recommendations to the Dean. SUC will establish promotion committees consisting of senior rank faculty (Full Professors and Associate Professors) from within the SUC. Committee members may not participate in the evaluation of faculty members seeking promotion to a rank higher than the committee member presently holds (e.g., Associate Professors may not participate in the evaluation of individuals seeking promotion to Full Professor). Strategic & Academic Affairs Committee, Research Committee, Teaching Effectiveness Committee, Service Committee has establish criteria and other internal procedures to be followed when undertaking promotion recommendations.
   c. External reviewers will be selected for each of the faculty in consultations between the Dean and the COEC office. The external reviewers will be asked to provide their assessment of the quality of the faculty member's scholarly and creative achievements, based on criteria that will be developed by the SUC Promotion Committee and approved by the COEC.
   d. The SUC Promotion Committee (SUC-PC) is responsible for reviewing all requests for promotion and making recommendations to the COEC. The SUC-PC will ensure that SUC processes have been followed, that SUC promotion criteria are met. The committee

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is comprised of Dean, one faculty from each SUC Teaching, Research & Service Committees.

e. The COEC will review the faculty portfolios, external reviews, and the recommendations of the SUC Promotion Committee and will make the final decision. The COEC will notify the faculty member of the final decision.

4. Effective date of promotions

Promotions to Assistant Professor, Associate Professor or Professor become effective on September 1st following approval of the promotion.

Apart from other requirements, Research committee will evaluate the research profiles of Faculty and submit the requirements for next level promotions on the following specified criteria.

- Lecturer to Assistant Professor

  The applicant must have two publications in reputable peer reviewed journals and Participation as presenter in two International conferences.

- Assistant Professor to Associate Professor

  The applicant must have 10 research publications (with at least 3 publications in last 5 years). Participation as presenter in International conference will be an added advantage.

- Associate Professor to Professor

  The applicant must have 20 research publications reputable peer reviewed journals (with at least 5 publications in last 5 years). Participation as presenter in International conference will be an added advantage.

Above criteria is applicable for the candidates who have at least five years' service at Skyline University. However, University can apply fast track criteria in case of outstanding performance of faculty in research work. Above specified criteria is the requirement of Research committee of Skyline University while other requirements regarding Teaching, Community and Strategy will remain as per Skyline University College standards.

H. FACULTY AWARD POLICY

Skyline University College has a tradition to appreciate Faculty members on outstanding performance in Research. Research committee will evaluate Faculty on their achievements in Research paper publications, Case development and Conference presentations in every academic year. The Committee will forward the details of performance to Dean's office. In Case, if two Faculty members have stood same in the research performance, then the Committee will recommend the highest category publication as stipulated in JCR Thomson, Harzig, ABDC and

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PRJs respectively. The specific criteria will be considered as mentioned in document. The award will be recommended as per the quality of papers and conference presentations as per SUC standards.

I. RECRUITMENT POLICY

Role and responsibilities in recruitment

Following criteria will be followed at the time of hiring new Faculty.

i. Lecture
Lecturer must have at least two research publications with PhD degree

ii. Assistant Professor
The applicant must have five publications in reputable peer reviewed journals. Participation as presenter in International conference will be an added advantage

iii. Associate Professor
The applicant must have 10 research publications (with at least 3 publications in last 5 years). Participation as presenter in International conference will be an added advantage

iv. Professor
The applicant must have 20 research publications (with at least 5 publications in last 5 years). Participation as presenter in International conference will be an added advantage.

J. CONFIRMATION POLICY AFTER PROBATION

Research Committee 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. Committee will recommend on any work in progress or any organized document in form of paper, case and article.

K. MOUS WITH OTHER INSTITUTIONS

Research Committee will initiate some MOUs based on the requirement of Skyline University College and academic collaboration with other reputable Universities in UAE and outside.
Some MOUs are planned with some leading Business Schools in GCC and outside. Such MOUs will be related to research, conferences and case study writing categories.

X. CASE STUDY CENTER

A. INTRODUCTION

Business Education is always considered as solution to corporations. This contributes the practical aspects of Organizational activities. Teaching management sciences by way of case studies is still considered a competitive edge of Business Schools. Skyline University College a reputable education provider has also incorporated case based approach to provide quality management education in the UAE. The purpose of this center is to develop Case studies on all domains of Business Management. This Center will collaborate with corporations and offer them solutions

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through developing cases on regional & global contexts. This Case study center will also enhance the competency level of Students and Faculty through case based learning. This Center will help UAE & GCC corporations to make better decisions in today's fast paced changing era.

B. GOALS

i. The Center will develop new cases based on academic and corporate contents.
ii. Case study center will develop faculty skills in Case Writing and Case Based Teaching.
iii. To provide Skyline a competitive edge through Case based approach.
iv. Case study center will prepare and maintain data base of Middle East / UAE specific cases.
v. To increase the participation of Industry at Skyline University.

C. CENTER OPERATION:

Every academic year center will start the selection process for cases to be written. The Center will coordinate with all faculties to collect and develop few new cases. The tentative target of the cases selection will be from four to ten in each academic year. The second phase will start to fine tune cases and coordinate with the selected companies and organizations. Before sending case to any publication or registration center will thoroughly analyzed, discussed and pitched in corporate themes into them. The coming first fall semester will only be focused on the case identification, fine tuning and selection. In the later semesters, such selection of cases will become a routine and center will coordinate more companies and cases. Center will not only develop case studies but will also maintain membership with various case clearing houses and case study providers. Center will identify and initiate GCC / MENA region specific cases for faculty utilization.

i. Writing and Publication of two Cases in every Semester
ii. Selection of the Case with Industry collaboration
iii. Case writing workshop for faculty & students
iv. Achieving practical approach as aligned to QF standards.

D. ORIENTATION TO FACULTY

The cases will be discussed and reviewed in detail to maintain the worth of good work. Following is the tentative review process of the Center at SUC. This is subject to change as it requires for the quality of work of Cases at SUC.

E. IDENTIFICATION OF THE THEME (CASE)

This step requires the identification and collection of the cases. The Chair will interact with different subject teachers and see if any practical work has been assigned to the Students which later may be chosen as case work. The Subject expert will recommend the Case of his/her area. The recommended cases will further be reviewed and analyzed according to the standards of the Case center at SUC as specified in Case writing forms & reports. The chair will coordinate almost all domains of the management sciences offered at SUC as mentioned in the subject clusters.
Above phase is the identification of the Case writing opportunity and arranging the resources to initiate the cases.

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F. CHAIR COLLECTS AND REVIEWS ALL THE CASES.

In this step, all the cases will be reviewed in detail. The chair may require some expert opinion of other colleagues for quality check on the Case work. After collecting all the cases, some high level work will be selected for further process. The Chair will put the Comments and Coordinates with students & relevant teacher. After the comments and feedback, the chair will make sure that all changes are properly incorporated in the Selected Cases.
This phase is the data collection and streamlining the themes of the cases. After identifying the interest of the faculty experts in different clusters, the center will arrange the case writing workshop to facilitate the faculty for writing the cases.

G. SCREENING THE CASES

This step will again review the incorporated changes to evaluate the standards and quality of the case. All the changes will thoroughly be evaluated and the feedback on the Changes will be discussed with the Faculty and students if required. This step will screen the best cases for further work. In this step, only Best Five will be selected and reviewed

The above process is the initial flow chart of activities at the Center.

XI. MANAGING KNOWLEDGE UPDATES

A. INTRODUCTION & PURPOSE

Knowledge @ Skyline is the interactive platform for communicating knowledge with SUC stakeholders, industry and outside world on the pattern of leading business schools of the world. It helps in branding of SUC as a leading institution and encourages faculty, students and others to create and contribute under different streams of knowledge. As a pivot point for sharing knowledge pertaining to different arena, it acts as a catalyst to learning and sharing the knowledge.

B. GOALS

i. Managing the faculty contributions for different publications in coordination with Marketing department
ii. Updates in the various sections of the portal
iii. Managing repository of SUC faculty contributions (Research papers, Cases, Articles, Creative literary works, Audio visual contents etc.)
iv. Managing Audio / Visual contents on Knowledge@Skyline
v. Collaboration with Media and Communication department for screening news and events
vi. Managing amendments to design, contents and processes of the different sections of Knowledge@Skyline with Media & Communication and IT department
vii. Managing assessment of faculty contributions related to Knowledge@Skyline and communicating for FES to Dean's office

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viii. Managing SUC promotion contents on Knowledge@Skyline in coordination with Marketing & Communication department.

C. COMMITTEES KPI'S

i. Number of content units added to Knowledge@Skyline
ii. Number of subscribers

D. POLICIES

i. Faculty should contribute to Knowledge@Skyline in her/his area of expertise and additional areas of her/his interest
ii. Every contribution of the faculty member will be forwarded to Knowledge@Skyline for its inclusion to the repository of Knowledge@Skyline under the respective heading of Research paper, Case, Article or so on. In case of copyright issue for publications, abstract and link for full per can be provided for reference. This will be the prerequisite for respective faculty getting credit for the contribution in FES.
iii. Faculty contributions will be rated and communicated to Dean's office.
iv. Students will be encouraged to contribute to Knowledge@Skyline in various forms of written or audio visual contents
v. Contributions from people from the industry and other academic institutions will be requested to contribute
vi. Every step will be taken to position Knowledge@Skyline as one of top B-school knowledge platforms globally.
vii. For every posting due credit will be given to original publisher and no copyright violation policy will be complied with in true spirit
viii. All the postings will be made with the approval of the research committee coordinator 2 or someone authorized to do so in case of her/his absence.
ix. Feedback from Corporate affairs department, Marketing department, IT, students, faculty members, staff and others will be taken in formal and/or informal manner based on contextual pertinence and convenience with the spirit of continuous improvement.
x. Posting will be continuous basis, while mails to subscribers will be sent weekly as usual.

XII. INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS

The Research Committee requires the support of some departments as follows:

A. HR Department

i. To provide schedule for panel interviews
ii. To provide CVs of the applicants before the interview giving enough time to the Research Committee member for reviewing it.
iii. To provide interview evaluation formats
iv. To provide list of faculty members under probation along with their probation evaluation timelines

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B. Faculty members

i. To submit the conference participation leave form as per policy
ii. To present the conference papers to Research Committee after returning from the conference
iii. To submit information related to Research and publications activities undertaken by them

XIII. INTERNAL COMMITTEE FUNCTIONING

The members of Research committee will meet on a fortnightly basis to plan, execute, monitor and evaluate various functions of the committee. Chair of the committee presents the committee's progress to all faculty members during academic meeting conducted every month.

The chair of Research Committee presents the major highlights of the committee's achievements during an academic year to faculty, staff and students at the end of an academic year.

XIV. ORIENTATION

The Chair / Coordinators provide training to any new member joining the committee on the committee's roles and responsibilities and activities.

Similarly the Chair of the committee orients new faculty members oriented about the functioning of the committee, Research policies and probation confirmation requirements, criteria for evaluation of Research and development activities of faculty members.

XV. ANNUAL PLANNING OF THE COMMITTEE

The Committee plans their activities for the complete academic year. The planning for next academic year is generally initiated during the last semester of the current academic year. Planning includes review and update of all documents required for the smooth functioning of the committee.

Following are some of the documents developed, reviewed and updated as part of planning:

i. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
ii. Policy & Procedures Manual
iii. Forms, Process Flows & Authority Level
iv. Strategic Plan
v. IE Tools
vi. Feedback
vii. Fact Files
viii. Job Description
ix. Pre-Semester Checklist
x. Operational Checklist

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xi. Calendars & Checklists
xii. Orientation to faculty
xiii. Requirements from other departments or committees
xiv. Semester Closing & Opening Presentation
xv. Semester Audits
xvi. Reporting Format
xvii. Notice Board updates
xviii. Website content
xix. FAQS
xx. Portal content
xxi. Calendar Management System
xxii. Document Management System
xxiii. Budget of the committee

XVI. SEMESTER PLANNING & CLOSING PRESENTATON

The Research Committee presents the Closing updates and planning of the next Semester to all Faculty and Staff members at the end of every semester, which includes the details about the completion status of the activities planned before the commencement of the semester along with important statistics and activities planned for the next upcoming semester.

XVII. AUDIT

The department submits various reports to EC on regular basis. All reports are audited by QA Office for their completion and accuracy and finally forwarded to EC for final review and approval.

XVIII. FACT FILE

The Research Committee maintains fact file consisting of important statistics related to Research, Case study development, Publications, knowledge updates, etc. for each year. The fact file is submitted in the Closing File of the committee every year.

XIX. CALENDARS

Research Committee plans the year round activities of the Committee and develops a calendar consisting of a schedule of the planned activities. The calendar is submitted in the planning file of the committee. The Committee also uploads this calendar on the calendar Management System which enables them to manage their planned activities in a timely manner.

XX. CHECK LIST

The committee maintains a checklist of all major activities to be accomplished by them which is further segregated on the basis of its completion time point. Certain activities are required to be completed

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before the start of a particular semester and hence will be included in the Pre-semester checklist and list of tasks to be completed during the semester will be included in the Operational checklist with week-wise distribution of task. The status of activities included in the Pre-semester checklist are reviewed and updated by the committee at least one week prior to the start of the semester and finally submitted to the Dean's Office.

XXI. WEBSITE, PORTAL & FAQ

Information on specific areas and functions of the department are displayed on the SUC Website which is reviewed and updated by the Committee before the start of every semester. The Committee also provides all necessary information on major events conducted by the committee including workshops and development programs to the Media and Communication Department for displaying it on SUC Website and Social Media Websites.

The committee develops, reviews and updates the list of frequently asked questions for displaying on SUC website.

XXII. NOTICE BOARDS

The Research Committee displays information about the committee's activities, any important updates, information related to workshops conducted by the committee, etc. on the notice board space allocated to them.

XXIII. SUBMISSION TO CHEDS

The Committee supports the Institutional Research Office in providing Information related to Research and publications done by faculty members for further submission to CHEDS.

XXIV. IE TOOLS

The Research Committee is responsible for submission of following IE Reports to IR Office as per the IE calendar provided at the start of the Academic Year:

1. Research Committee
2. Case Study Centre Committee
3. Knowledge Updates Committee

XXV. BUDGET

The Research Committee submits a proposed budget for various Research and development activities for the forthcoming academic year to Finance department. Funds are generally allocated to each Faculty member based on their rank and eligibility for Research publications and conference participation. Finance department presents the budget to COEC for review and approval. The budget for the next academic year is finalized each year in the month of July/August for the next academic year.

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XXVI. EVALUATION OF CHAIR & COMMITTEE MEMBERS (TO BE INCLUDED AFTER FINALIZATION OF EVALUATION SYSTEM)

A. COMMITTEE'S EVALUATION OF FACULTY MEMBERS

FACULTY EVALUATION CRITERIA

Faculty evaluation Criteria on Research publications

	Journals	Skyline (FES)	Skyline Grade
1	• WIL Harzing Listing • Australian ABDC (All Listing) • Thomson Reuters o JCR Social sciences o JCR Computer sciences o JCR Business Management (Appendices are attached)	Excellent (90-100)	A
2	• Peer Reviewed Journals • Reputable Editorial Board • Recognized Directories	Very good (80 to 89)	B
3	• Reputable Journals with few recognized Directories	Good (70 to 79)	C
4	• New Journals / Journals of other domains / Articles	Fair (60 to 69)	D

Faculty evaluation Criteria on Conference presentations

	Conference	Skyline FES	Skyline Grade
1	**WORLD REPUTABLE ACADEMIES** Reputable Academies as approved by Research Committee • Marketing Academies • Accounting Academies • Finance Academies • Academy of Management • HRD Academies / Economics Academies • Tourism Academies • Computing and Information Systems Examples AOM, IEEE and AIB, IFT (Macau)	Excellent (90-100)	A
2	**WORLD REPUTABLE ASSOCIATIONS** Reputable Associations as approved by Research committee • Marketing Associations. • Accounting Associations • Finance Associations	Very good (80 to 89)	B

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	• Management Associations • HRD Associations / Economics Associations • Tourism Associations • Computing and Information Systems		
3	Participation as presenter in General Conferences, Seminars, Workshops, Trainings and Symposiums	Good (70 to 79)	C
4	Participation in General Conferences, Seminars, Workshops, Trainings and Symposiums	Fair (60-69)	D

Faculty evaluation Criteria on Full Book, Book Chapter / Case study development

	Book	Skyline FES	Skyline Grade
1	BOOK Publications in reputable publishers (Research Committee will decide on the reputation of the Publisher)	Excellent (100)	A
2	• Case Study Development and Publication in NACRA and WACRA • Book Chapter in reputable publisher	Very good (80 to 89)	B

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SECTION 2C
COMMUNITY SERVICES COMMITTEE

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SNO	DESCRIPTION	PAGE
I	INTRODUCTION	
II	GOALS	
III	STRUCTURE OF THE COMMITTEE	
IV	STRATEGIC PLAN	
V	ROLE OF COMMITTEE	
VI	OVERALL RESPONSIBILITIES OF THE COMMITTEE	
VII	INDIVIDUAL RESPONSIBILITIES	
VIII	COMMITTEE SPECIFIC POLICIES	
	A. COMMUNITY ENGAGEMENT POLICY	
	B. MOU SIGNING	
XIX	MANDATORY POLICES	
	A. AWARD POLICY UNDER FES	
	B. PROMOTION POLICY	
	C. ROLE AND RESPONSIBILITIES IN RECRUITMENT	
	D. ROLE AND RESPONSIBILITIES IN PROBATION CONFIRMATION	
	E. AUTHORITY OF COMMITTEE MEMBERS	
X	INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS	
XI	INTERNAL COMMITTEE FUNCTIONING	
XII	INDUCTION	
XIII	CHEDS SUBMISSION	
XIV	FACT FILE SUBMISSION LIST	
XV	CALENDAR	
XVI	CHECK LIST	
XVII	WEBSITE, PORTAL & FAQ	
XVIII	NOTICE BOARDS	
XIX	IE TOOLS	
XX	BUDGET	
XXI	EVALUATION	

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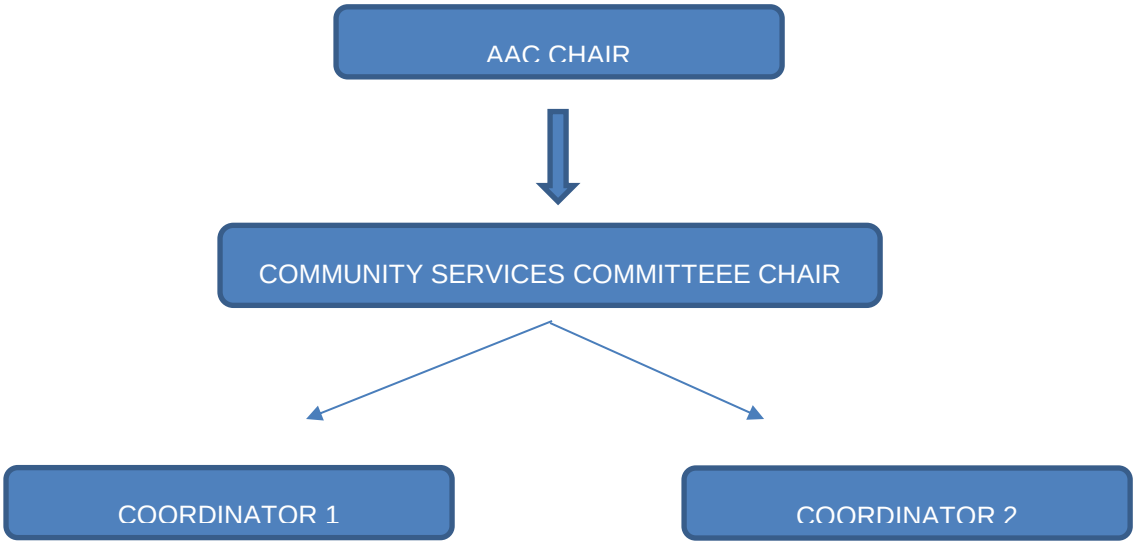
I. INTRODUCTION:

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 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.

II. GOALS:

1. To encourage and involve faculty, staff and students to enhance brand value of SUC.
2. To encourage faculty, staff and students to contribute to community development Activities.
3. To invite and encourage faculty, staff and students to initiate and actively participate in community services.

III. STRUCTURE OF THE COMMITTEE



IV. STRATEGIC PLAN

The Community Services Committee receives directions from the strategic plan core committee to frame the strategic guidelines to be disseminated for the faculty, staff and students on a selected theme which will be pursued for the plan period. The committee defines its direction, and makes decisions on allocating its resources for various community services activities to be conducted over the strategic plan period. The strategic plan developed by the committee is being reviewed yearly.

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V. ROLE OF COMMITTEE

The role of the committee will be focused on building the SUC brand through corporate social responsibility by involving the Stakeholders, Faculty, Staff and the Students. The committee will review the previous year's reports, feedback and lessons learned into the planning of the new calendar activities. The committee will decide the theme based activities for the current academic year. Faculty, Staff and the Students will be communicated with the deadlines for the submission of activities/initiation of activities that can be incorporated in the schedule. If the faculty member, staff and students want to pursue their areas of interest &expertise based on the theme, they must take prior approval from committee.

After careful review of the initiatives submitted by the Faculty, Staff and Students; plan for the Academic year will be rolled out with list of activities that will be published for Stakeholders, Faculty Staff and the Students. Committee assigns the coordinator for each activity and also the team that will work on the assigned activity. The team plans the activity and submits the progress report to the Committee Chair. Chair ensures that the activity achieves its intended objective.

VI. OVERALL RESPONSIBILITIES

i. Brand building
ii. Preparation of Calendars& checklists
iii. Budget allocation
iv. Dissemination of information to faculty
v. Faculty Evaluation System (FES)
vi. CHEDS data requirement
vii. Orientation for new members
viii. Recruitment
ix. Probation confirmation
x. Faculty Goal setting
xi. Ministry Documentation

VII. INDIVIDUAL RESPONSIBILITIES

- **CHAIR RESPONSIBILITY**
  i. Dissemination of information to faculty
  ii. Monitoring Committee functioning
  iii. Evaluation within the committee and the faculty members
  iv. CHEDS data requirement
  v. Orientation for new members
  vi. Recruitment and probation confirmation
  vii. MOU signing

- **RESPONSIBILITY OF COORDINATOR/S**

  COORDINATOR 1

  i. Coordinating for External Events
  ii. Exploring external opportunities
  iii. Meeting with Corporates, Schools and Social Organizations.
  iv. Liaison with Marketing and Administration Departments.
  v. Preparing the events reports

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COORDINATOR 2

i. Conduct workshop
ii. Encouraging and Interacting with the faculty, staff and students
iii. Coordinating with Media and Communication Department for Media updates (Press release, Website update)
iv. Preparing the services reports

VIII. COMMITTEE SPECIFIC POLICIES

- **INTRODUCTION**

  The 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.

- **PURPOSE**

  To facilitate branding of SUC through Community Services activities in coordination with various departments, internal and external organizations.

A. 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 Services 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 Services Committee.

iii. Policy Guidelines

1. To plan and execute community service activities for the academic year
2. To encourage faculty members, staff and students (including student community club) to contribute in community development activities.
3. To evaluate the benefits of the service activities to the community.
4. To invite industry experts in developing the curriculum for program and
5. To arrange placement and internship opportunities for students.
6. To promote consultancy and joint projects with the identified organizations
7. To develop an industry – academia forum and organize panel discussions

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iv. **Tenure and Authority**

Table 3.17.1			
Responsibility to form, amend and dissolve Community Engagement units	**Responsibility to assess the benefit of the Community Engagement**	**Approval of Community Engagement activities**	**Authority to Approve and Amend community engagement policy, procedure and modalities**
Dean	QA	EC	EC

B. MOU SIGNING

Community services 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 Services 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 services events

i. Process for conducting for school workshops on the community services theme

1. The community services 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
2. 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
3. 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 services 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 services conducts 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.

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iv. Process for Conducting for External and internal Events

1. The community services 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)
2. Committee prepares the budget for conducting internal and external events
3. The services committee disseminates the calendar to Faculty, Staff and Students
4. A team will be formed for conducting each internal and external events
5. The community services committee conducts the external as per the community services calendar and the budget allocated for the particular event.
6. The coordinator prepares the pre- and post-event checklist and disseminates the information to the identified team which is responsible for conducting the events.
7. 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
8. To take feedback from the external participants for assessing the impact of the activity

IX. MANDATORY POLICES

A. AWARD POLICY UNDER FES

Award for best Community services will be presented to Faculty, Staff and Students who excelled in community services during the academic year. The criteria will include both qualitative and quantitative aspects which are listed below

i. Faculty Community Services Award:

a. Initiating the proposal for conducting the events in innovative way of reaching out to the society
b. Fulfilling the assigned responsibility in the conduct of the event
c. Evaluate the best impact event.
d. FES rating on community services for faculty member

ii. Staff Community Services Award:

a. Initiating or suggesting a proposal for conducting the events in innovative way of reaching out to the society
b. Contribution to the successful implementation service committee programs.
c. Fulfilling the assigned responsibility in the conduct of the event
d. SES rating on community services for member of SUC staff.

iii. Students Community Services Award:

Corporate Affairs Office will provide inputs for a decision in regards to community services awards to students and assist the Community services Committee

a. Initiating or suggesting a proposal for conducting the events in innovative way of reaching out to the society
b. Contribution to the successful implementation service committee programs.
c. Fulfilling the assigned responsibility in the conduct of the event

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To evaluate the performance of the students towards their contribution to the community services, Student committee will be formed in the beginning of the academic year. The committee will comprise of the following members:

1. President (Senior/Junior)
2. Secretary (Senior/Junior)
3. Organizer
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 a initiator then his total will be 100%, If he is a contributor then 80%, Participant then only 70%

B. PROMOTION POLICY

The Community services Chair will appraise the performance of a faculty in community service activities at the time of his evaluation for promotion.

C. ROLE AND RESPONSIBILITIES IN RECRUITMENT

The chair will be part of recruitment process wherein the candidates would be asked about their exposure to Community services, assess the attitude towards community services

D. 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 services activities as per the community services plan form (Annexure B)

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E. AUTHORITY OF COMMITTEE MEMBERS

i. Services committee will organize, manage and conduct community services events as per schedule during the academic year.
ii. To evaluate the Faculty, Staff and Students for community services award.
iii. To develop, amend and modify the policies depending on the review and suggestions.
iv. After review of Faculty, Staff and Students the committee would counsel them to be proactively participate in Community services programs.
v. After first verbal counseling the faculty, staff and students involvement will be reviewed and if necessary a letter will be put in the HR file.

X. INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS

The Community services committee will organize a quarterly meeting with head departments to seek the involvement and appraise about Community activities.

The information required from the different units is as follows:

A. Finance
a. Budget Approval at the beginning of the year
b. Transportation arrangements for external activities

B. Administration
a. Students list
b. Faculty, class and shift schedule
c. Communication to students through various media
d. Administration, Media and communication, IT, Marketing, Maintenance

C. Human resources
a. Skills of Faculty and staff
b. Holidays and vacation information

D. Marketing & PR Department
a. Contact list of Government departments
b. Contact list of Entrepreneur's
c. Contact persons from Schools and other businesses

E. Maintenance Department
a. Support in organizing events.

F. Media and Communication
a. Contact Person from Media and Communication department responsible for promoting the events
b. Coordination in making press releases for community services events.
c. Publish the community services information on digital media.

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G. Computing Department

a. Provide Technical support during internal and external events organized by the Community Services Committee

H. Corporate affairs Department

a. Contact list of Entrepreneur's, Corporates and Alumni
b. Liaise between Community services Committee and outside agencies

XI. INTERNAL COMMITTEE FUNCTIONING

The committee will meet on a monthly basis to plan, execute, monitor and evaluate various Community Service activities. Chair of the committee will be available with information on every academic meeting.

Once in a semester the faculty meeting will be called to update about the Community services activities and their cooperation for the success of any event.

Once in a year a presentation will be given by the chair of Community services to faculty, staff and students. The presentation will provide highlights of the impactful events and the positive and negative feedback.

XII. INDUCTION

In the event of New Committee member being appointed the existing coordinators will give the details of the activities of the Committee.

Similarly new faculty, staff and students will be oriented about the functioning of the committee. Orientation to continuing students will also be arranged on a regular basis.

XIII. CHEDS SUBMISSION

A. INTRODUCTION

The Committee supports the Institutional Research Office in providing Information related to Research and publications done by faculty members for further submission to CHEDS Community services Committee is required to submit the data to CHEDS annually within the specified timeline as per the below given parameters. The responsibility of submission for CHEDS lies with Chair of the Committee.

B. AREAS COVERED

Any one of the following activities conducted in an AY:

i. Organization of a conference/ workshop;
ii. Organization of a training program
iii. Organization of an event in collaboration with a local/federal entity ;
iv. Active Consultancy work offered and conducted towards local/federal entity
v. Number of 100% scholarships offered by the institution;
vi. Number of FT UAE National Faculty (Lecturer and higher rank) recruited
vii. Number of FT UAE National Staff (other than Faculty with lecturer and higher rank) recruited

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XIV. FACT FILE SUBMISSION LIST

i. Community services calendar
ii. IE Committee Closing Report
iii. Fact Sheet – Comparatives for 5 years

XVI. ANNUAL PLANNING OF THE COMMITTEE

The Community Services Committee plans their activities for the complete academic year. The planning for next academic year is generally initiated during the last semester of the current academic year. Planning includes review and update of all documents required for the smooth functioning of the committee.

Following are some of the documents developed, reviewed and updated as part of planning:

xxiv. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
xxv. Policy & Procedures Manual
xxvi. Forms, Process Flows & Authority Level
xxvii. Strategic Plan
xxviii. IE Tools
xxix. Feedback
xxx. Fact Files
xxxi. Job Description
xxxii. Pre-Semester Checklist
xxxiii. Operational Checklist
xxxiv. Calendars & Checklists
xxxv. Orientation to faculty
xxxvi. Requirements from other departments or committees
xxxvii. Semester Closing & Opening Presentation
xxxviii. Semester Audits
xxxix. Reporting Format
xl. Notice Board updates
xli. Website content
xlii. FAQS
xliii. Portal content
xliv. Calendar Management System
xlv. Document Management System
xlvi. Budget of the committee

XVII. SEMESTER PLANNING & CLOSING PRESENTATON

The Community Services Committee presents the Closing updates and planning of the next Semester to all Faculty and Staff members at the end of every semester, which includes the details about the completion status of the activities planned before the commencement of the semester, important statistics and major activities planned for the next upcoming semester.

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XVIII. AUDIT

The committee submits various reports of its activities to EC on regular basis. These reports are audited by QA Office for their completion and accuracy and forwarded to EC for final review and approval.

XIX. FACT FILE

The Community Services Committee maintains fact file consisting of important statistics related to number of orientations conducted, MOUs signed with Corporates and Government organizations, Community service activities conducted, etc. for each year. The fact file is submitted along with the Closing File of the committee every year.

XX. CALENDARS

Community Services Committee plans the year round activities of the Committee and develops a calendar consisting of a schedule of the planned activities. The calendar is submitted in the planning file of the committee. The Committee also uploads this calendar on the calendar Management System which enables them to keep track of their planned activities and complete them in a timely manner.

XXI. CHECK LIST

The committee maintains a pre-semester and an operation checklist detailing all major activities to be accomplished by them during a semester. Activities which are required to be completed before the start of a particular semester are included in the Pre-semester checklist and list of tasks to be completed during the semester will be included in the Operational checklist with week-wise distribution of task. The status of activities included in the Pre-semester checklist are reviewed and updated by the committee at least one week prior to the start of the semester and finally submitted to the Dean's Office.

XXII. WEBSITE, PORTAL & FAQ

Information on specific areas and functions of the department are displayed on the SUC Website which is reviewed and updated by the Committee before the start of every semester. The Committee also provides all necessary information on major accomplishments of the committee like signing of MOU and community service activities conducted by the committee to the Media and Communication Department for displaying it on SUC Website and Social Media Websites.

The committee develops, reviews and updates the list of frequently asked questions related to its key areas for displaying on SUC website.

XXIII. NOTICE BOARDS

The Community Services Committee displays information about the committee's activities, any important updates and information related to upcoming events on the notice board.

XXIV. IE TOOLS

The Committee is responsible for submission of the IE Reports of the Community Service Committee to IR Office as per IE calendar provided at the start of the Academic Year:

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XXV. BUDGET

The Community Services Committee submits a proposed budget for various activities planned by the committee for the forthcoming academic year to Finance department. Funds are generally allocated for expenses on Community Service activities conducted by the committee. Finance department presents the budget to COEC for review and approval. The budget for the next academic year is finalized each year in the month of July/August for the next academic year.

XV. EVALUATION

i. EVALUATION OF CHAIR

No.	Evaluation Component	Option -1 Weight (%)
1	AAC Evaluation Component	25%
	Evaluation by Dean primarily based on achievement of goals and KPIs	15%
	HQA Evaluation (Evaluation of contribution to IE committees, policy and procedures implementation)	5%
	Evaluation by Committee Coordinators	5%
2	Faculty Evaluation Component evaluation	75%
3	Total	100%

Note: AAC Chairs and coordinators faculty component only be taken into consideration for faculty awards

ii. EVALUATION OF COORDINATORS

No.	Evaluation Component	Option -1 Weight (%)
1	AAC Evaluation Component	25%
	Evaluation by the Committee Chair	10%
	HQA Evaluation (Evaluation of contribution to IE committees, policy and procedures implementation)	5%
	Evaluation by Dean primarily based on achievement of goals and KPIs	10%
2	Faculty Evaluation Component evaluation	75%
3	Total	100%

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iii. EVALUATION OF FACULTY BY COMMUNITY SERVICES COMMITTEE

All Faculty members are required to set their goals for community services at the start of the Academic Year for FES evaluations

S. No	Description	MBA	BBA	
		5%	Option1 – 5%	Option2 – 10%
7.1	Conduct of Seminars/Workshops for community	1.50	1.50	3
7.2	Contribution to SUC's Social Activities	2.75	2.75	5.5
7.3	Representing SUC in community forums & Brand Building	0.75	0.75	1.5
	Total Weight	**5.0**	**5.0**	**10**

IV. EVALUATION OF STAFF BY COMMUNITY SERVICES COMMITTEE

All Faculty members are required to set their goals for community services at the start of the Academic Year for FES evaluations

S. No	Description	
		10%
7.1	Conduct of Seminars/Workshops for community	3
7.2	Contribution to SUC's Social Activities	5.5
7.3	Representing SUC in community forums & Brand Building	1.5
	Total Weight	**10**

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7.1 To conduct awareness programs Theme based, Social an environmental through Seminars/Workshops for community

Explanation of the component

Seminars and workshops are organized for the community to bring awareness about sustainability, environment friendly practices and other areas of interest of the society for the social stability and development.

Involvement of faculty members in organizing & conducting Seminar/Workshop for schools, general public, business entities, government departments and NGO's.

7.2 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.

7.3 Representing SUC in community forums

Explanation of the Component:

Faculty members who have represented SUC in schools, social activities, community forums such as chief guest, judging an event, guest lecturers etc. will be evaluated under this component.

7.4 Branding SUC through Community services

The committee will work with corporate and social organizations to take up projects that enhance the value of SUC as a brand by signing of MOU's with various organizations in UAE. To involve the faculty in the social service activities/ events/ programs carried out by government including Beeah (?), Tree planting, Dress a million, Al Manzil and Green environment.

Evaluation guidelines (7.1 to 7.4): The grades awarded for this component by the evaluators is based on the proof of evidence in the form of document of program or certificate or letter from the organization or photographs or material communication that could substantiate as the proof. Responding timely to the correspondence from the Chair will also be considered during evaluation.

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NOTE:

Calendar activities are attached in a separate document.

APPENDIX

a. **Forms required** ***(To be developed)***

1. Form for proposing community service activities
2. Community services plan form for probation confirmation- Consolidated form is available with HR for faculty probation NOTE: This should be deleted

b. **BUDGET OF THE COMMITTEE**

Proposed Budget for AY 2015-16

S.No.	Description	Budget
1	Fund for Goal 1	100000 AED
2	Fund for Goal 2	50000 AED
3	Fund for Goal 3	100000 AED
4	Contingency Funds	25000AED

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SECTION 2D
TEACHING EFFECTIVENESS COMMITTEE

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SNO	DESCRIPTION	PAGE
I	INTRODUCTION	
II	COMMITTEE GOALS	
III	STRUCTURE OF THE COMMITTEE	
IV	STRATEGIC PLAN	
V	ROLE OF COMMITTEE	
VI	OVERALL RESPONSIBILITIES OF TEACHING EFFECTIVENESS COMMITTEE	
VII	INDIVIDUAL COMMITTEE RESPONSIBILITIES	
	A. RESPONSIBILITIES OF CHAIR	
	B. RESPONSIBILITIES OF COORDINATORS	
VIII	COMMITTEES KPIs	
IX	COMMITTEE SPECIFIC POLICIES	
	A. PEER REVIEW OF FACULTY MEMBERS	
	B. PARTICIPATION IN THE SELECTION PANEL FOR RECRUITMENT OF FACULTY MEMBERS	
	C. PROFESSIONAL SKILLS DEVELOPMENT PROGRAM	
	D. SKYLINE ENTREPRENEURSHIP AND INNOVATION CLUB	
X	INTER-DEPARTMENTAL AND COMMITTEE REQUIREMENTS	
XI	INTERNAL COMMITTEE FUNCTIONING	
XII	INDUCTION OF NEW TE COMMITTEE MEMBERS	
XIII	ORIENTATION TO FACULTY MEMBERS	
XIV	ANNUAL PLANNING OF THE COMMITTEE	
XV	SEMESTER PLANNING & CLOSING PRESENTATON	

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XVI	AUDIT	
XVII	FACT FILE	
XVIII	CALENDARS	
XIX	CHECK LIST	
XX	WEBSITE, PORTAL & FAQs	
XXI	NOTICE BOARDS	
XXII	IE TOOLS	
XXIII	BUDGET	
XXIV	EVALUATION OF COMMITTEE CHAIR & MEMBERS	

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I. INTRODUCTION

Teaching effectiveness (TE) is one of the primary functions to support higher education teaching and learning practices. TE can be understood by studying the models of instruction that capture and define what it is that effective teachers know and do - a set of behaviors that effective teachers incorporate into their daily professional practices. These involve a deep understanding of subject matter, learning theory and student differences, planning and classroom instructional strategies, knowing individual students, assessment of student understanding and proficiency with learning outcomes. They also include a teacher's ability to reflect on teaching and learning practices, collaborate with colleagues and continue ongoing professional development.

Effective teaching and learning practices need to be measurable 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 (including blended-learning teaching practices, engagement with content materials, open-ended problem-solving, critical reflection, team work, new/relevant course materials) 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 (online and physical resources). Teaching effectiveness also delves into academic rigor including reinforcement, intensive academic reading and writing practices (text application, analysis, synthesis, critical reflection and evaluation); appropriate testing instruments (for example, knowledge level taxonomies of learning objectives / higher-order questions) and evaluation practices (including moderation, timely assessment and feedback practices).

This Teaching Effectiveness (TE) Committee Policy Manual is an overarching document that promotes, supports and guides student-centric teaching and learning pedagogies as well as practice initiatives to enhance teaching, learning and assessment practices at SUC. The purpose of the teaching effectiveness procedure document is to provide guidelines and a mechanism that promotes an accessible and SMART system[1] to structure the learning experiences of the students, and which can be benchmarked with international practices.

The TE Committee takes the ADRI model into consideration for its operational aspects. The TE Committee is committed to a four-step quality cycle: Approach-Deploy-Review-Improve (ADRI). The **Approach – The Thinking and Planning Phase** includes specific goals and the planned arrangements for how these will be achieved. The latter will culminate in written policies and procedures. The **Deployment – The Implementation Phase** considers whether, and how effectively, the approach is being put into effect. The TE Committee will consider international standards and benchmarks and understand the best ways of deploying and implementing effective TE mechanisms. Orientation and related training shall be provided to the Faculty members for the mechanisms that need to be adopted and implemented. The **Results – The Monitoring and Evaluation Phase** looks at the results as a means of determining how well the deployment is achieving the planned approach. The TE Committee would then evaluate whether intended objectives and outcomes have been achieved or not. Further results need to be assessed as to whether the results are a consequence of the approach and deployment. The **Improvement – The Learning and Adapting Phase** will focus on whether the Faculty members are actively and continuously engaged with understanding their performance in each of the A-D-R-I

[1] SMART system implies that the system is specific, measurable, attainable, realistic and timely.

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dimensions, and are using this understanding to improve and develop their teaching and learning practices. Figure 1 illustrates the ADRI approach.

Figure 1 – ADRI Model

II. COMMITTEE GOALS

a. GOAL 1: To support effective teaching and learning practices of Faculty members
b. GOAL 2: To support the functioning of PSDP, internship and dissertation at SUC
c. GOAL 3: To manage the Skyline Entrepreneurship and Innovation Club [SEIC]
d. GOAL 4: To support in faculty recruitment and probation confirmation

III. STRUCTURE OF THE COMMITTEE

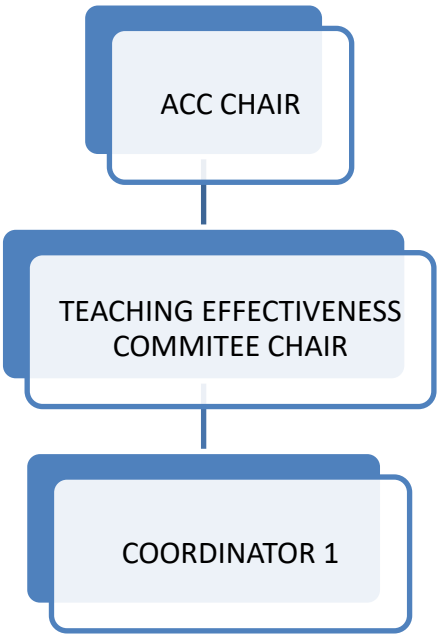

Figure 2: Structure of TEC

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IV. STRATEGIC PLAN

The Teaching Effectiveness Committee receives directions from the strategic plan core for the planning of key teaching and learning practices for improving the teaching effectiveness of faculty members. The TE Committee defines its direction, and makes decisions on allocating its resources for various training programs that would enhance the teaching practices adopted by Faculty members through the strategic plan which is reviewed yearly. The Committee also recommends areas of improvements, activities and the budgets required for the improvement of teaching effectiveness in the strategic plans.

V. ROLE OF COMMITTEE

The TE Committee is comprised of a Chair and two Coordinators to support innovative teaching and learning initiatives for teaching at SUC. The overall role of the TE Committee is to enable a creative teaching, assessments and learning environment, to support teaching and learning initiatives, provide teaching and learning best practice opportunities and access to orientation, training and development opportunities for Faculty members at SUC.

The TE Committee shall strive to support Faculty on all teaching and learning-related activities for the duration of each semester. This shall encompass a review of the TE Committee activities and/or mechanisms to decide on the continuity, development and enhancement of selected mechanisms.

VI. OVERALL RESPONSIBILITIES OF TEACHING EFFECTIVENESS COMMITTEE

- To support teaching effectiveness practices at SUC, namely:
  a) developing teaching, assessments and learning methodologies
  b) encouraging the use of blended learning
  c) engaging students in course delivery practices
- To support students and supervisors for internship and dissertation practices
- To support the existing undergraduate / postgraduate teaching and learning practices
- To support and review the PSDP course
- To support Faculty with orientation, training and development on best practices
- To coordinate the Skyline Entrepreneurship and Innovation Club (SEIC)
- To prepare TE budget, calendars on selected innovative mechanisms
- To coordinate probation confirmation and be part of the interview panel

VII. INDIVIDUAL RESPONSIBILITIES

A. RESPONSIBILITIES OF CHAIR

The major responsibilities of the TE Committee chair are as follows:

i. To enable the TE Committee to carry and percolate the spirit and fervor of teaching effectiveness at SUC
ii. To chair and lead TE Committee meetings for the enhancement of teaching effectiveness at SUC
iii. To conceptualize strategies of enhancing teaching effectiveness and extend support in teaching effectiveness through mechanisms namely pedagogy, blended learning, course file preparation, delivery and assessment
iv. To operationalize and review PSDP related activities

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v. To strategize facilitation of Faculty TE orientation, training and development for teaching and learning mechanisms
vi. To support the Skyline Entrepreneurship and Innovation Club (SEIC)
vii. To be part of interview panels and confirm probation reports
viii. To prepare calendars, budgets, TE Committee reports and audit reports
ix. To present the progress and development of Committee to EC

B. RESPONSIBILITIES OF COORDINATOR

The major responsibilities of the coordinators in the TE Committee are as follows:

i. To enable the Faculty to understand the spirit and fervor of the teaching effectiveness committee
ii. To act as vice-chair during the absence of the Chair of TE Committee
iii. To support strategies of enhancing teaching effectiveness at SUC
iv. To attend TE Committee meetings and record minutes of the meetings
v. To operationalize facilitation of Faculty orientation, training and development for mechanisms
vi. To extend support to the academics for enhancement in teaching effectiveness through mechanisms namely pedagogy, blended learning, course preparation, delivery and assessment
vii. To support the chair to operationalize and review PSDP related activities
viii. To support the chair in operationalizing the Skyline Entrepreneurship and Innovation Club (SEIC)
ix. To be part of interview panels, faculty probation
x. To support completion of calendars, budgets, TE Committee reports, audit reports and presentations

VIII. COMMITTEES KPIs

GOAL 1: To support effective teaching and learning practices of Faculty members			
OBJECTIVES	**KPIs**	**Benchmarks**	**Timelines**
Facilitate faculty training and development on selected Teaching effectiveness methods	• Conduct session for Faculty members on Best teaching practices for example (2 to 3): o Collaborative teaching o Flipped classroom o Case study • Disseminate articles on teaching and learning practices to Faculty members	A. One session per semester for Faculty B. Presentation of output by faculty C. One article every month	Semester

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Support Peer Reviews and provide feedback for improvement	• Conduct orientation session for new, part-time and interested Faculty members • Provide feedback for improvement	• One session per semester • Once in a semester	Semester
GOAL 2: To support the functioning of PSDP, dissertation and internship at SUC			
Support faculty to conduct PSDP sessions	• PSDP: Embed all PSDP in courses and support faculty to conduct PSDP in the planned session	• One session per course per semester	Semester
Support faculty to conduct Dissertation sessions	• Sophomore and Junior - Conduct workshops for Dissertation students: 1. Academic writing 2. Research and analysis 3. Presentation skills	• Three sessions per semester	Semester
Support faculty to conduct Internship Sessions	• Sophomore and Junior - Conduct workshops for Internship students 1. Professional work etiquettes and work culture 2. Time management 3. Team work • Senior - Career Management: 1. CV Writing 2. Interviews skills 3. Social media profile building	• At least two sessions per level per semester	Semester
GOAL 3: To manage the Skyline Entrepreneurship and Innovation Club [SEIC]			
Coordinate the events as per the approved SEIC Calendar	• Conduct planned events with the SEIC members namely: o Industry Speaker o Annual Business Plan and New Idea Competition o Workshop by Entrepreneur • Form Faculty mentoring groups for business plan development and internal competition	• 100% • Pilot mentoring groups and record findings	Semester

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GOAL 4: To support in faculty recruitment and probation confirmation			
Assist HR in selection process	• Interview faculty members from Teaching Effectiveness perspective	• 100% participation	As and when required
Screening of the candidature for faculty recruitment	• Liaise with Faculty Search Committee and HR department to complete the CV screening	• Timely CV screening feedback	As and when required
Assist HR in faculty probation confirmation	• Review faculty performance during probation period • Submit Faculty probation reports from teaching effectiveness perspective	• Before completion of probation tenure	As and when required

IX. COMMITTEE SPECIFIC POLICIES

A. PEER REVIEW OF FACULTY MEMBERS

i. INTRODUCTION

Peer Review is a valuable source of information about teaching practices, and can work in conjunction with feedback from students and/or personal reflection. Peer Review is a process whereby teaching is observed by one or more colleagues. In some cases, the colleague may have expertise in teaching and learning practices, and, in others, they may have disciplinary expertise. In all cases, however, their report on teaching should be governed by guidelines or protocols on which there has been agreement. Currently, most Peer Review is conducted for formative or developmental purposes to improve teaching practices and to achieve outcomes on the key indicators of good teaching, namely, effective student learning and a satisfying student experience.

Review of a colleague's teaching by peers has two distinct purposes:

- **Formative:** reviews are intended to develop or improve teaching
- **Summative or evaluative:** reviews are intended for judgements in increment, contract renewal, promotion processes and/or probation confirmation

The purpose of Faculty Peer Review is to evaluate teaching practices through a valuable peer resource, which can complement feedback from students and/or personal reflection. The Peer Review is offered to new Faculty on probation, part-time Faculty members as well as interested Faculty members.

This practice enables Faculty members to understand the value and purpose of conducting a formative Faculty Peer Review during the semester (see Annexure 2 for Peer Review template).

Although peer review is an international practice its uptake and implementation at SUC has been limited. As a result this practice will be supported by TEC should faculty members want to include it as part of their teaching practices. It remains a probation practice for TEC at present.

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The Peer Review practice shall be reviewed for its effectiveness at the end of each academic year. The outcomes of the Peer Review process should be implemented by the Faculty members for making teaching and learning practices more student-focused / learner centric.

ii. ROLE OF COMMITTEE MEMBERS

The TE Committee is responsible for creating awareness amongst Faculty members about the Faculty Peer Review process. The TE Committee members shall be responsible for enabling academics to carry out the process each semester by generating peer review templates.

iii. PROCESS

a. Week 1: Semester orientation / Formative Peer Review orientation

Faculty Peer Review orientation shall be provided by the TE Committee to Faculty members.

b. Week 2: Pre-observation consultation

Evaluation of Teaching Materials

The reviewer should evaluate readings, distributed material, slides, assignments, tasks to assess:

- Suitability
- Currency
- Alignment with course learning outcomes
- Thoroughness
- Creativity

To create a context for the observation, the reviewer should consider the syllabus, and then ask the following questions:

1. How does the class I will visit fit into the syllabus?
2. What are the goals of the class?
3. What happened in the previous class? What have the students done to prepare for the class?
4. What methods and strategies will be used in the class?

c. Week 5/6: Class visit

The reviewer should arrive early, and sit in an inconspicuous part of the room, if possible. Reviewers should know the teaching method (lecture, discussion, case study/problem solving) used, to provide constructive feedback.

During the class, the reviewer should consider the instructor's:

1. Knowledge of the subject
2. Enthusiasm
3. Sensitivity toward students
4. Preparation and organization
5. Clarity and understanding
6. Innovative techniques used to enhance student learning

d. Week 6/7: Post-review visit

1. Schedule a post-review meeting as soon as possible after the class
2. Be open-minded and avoid being defensive
3. Offer sense of how the class went as a starting point

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4. Ask whether there are any aspects that need immediate remedy (e.g. too many slides, whole class can't hear interactions, late comers)
5. Discuss with reviewer(s) where attention might best be focused to achieve significant improvement in student learning (e.g. scheduling interaction in lectures)

e. Week 7/8: Peer-review template / Written review

Each reviewer should write a report, that is, to the extent possible, both comprehensive and comparative. In a formative peer evaluation process, the report to be given to, and discussed with, the instructor. In a summative peer evaluation, the written report becomes part of the Faculty member's contract renewal or promotion dossier.

f. Weeks 9-14: WAY ahead

1. Respond immediately and actively to suggestions for change: this is an important part of the scholarship of learning and teaching
2. Consult teaching-and-learning literature in relation to the focus chosen; it may offer strategies, or it may help to gain more perspective on teaching practices
3. Be organized about how changes are going to be made and gather feedback
4. Document and evaluate the changes to teaching practices
5. Keep students in the loop – they can give immediate formative feedback on changes
6. Invite Peer Reviewer(s) back as teaching practices change; better outcomes on key indicators are needed, but formative feedback may be needed along the way
7. When ready, contribute to the field by sharing teaching experiences, apply for a teaching grant or award, extend it with a collaboration, write an article.

g. The process needs to be completed in all aspects and feedback meetings need to be documented. The Peer Review template can be used for documentation.

h. The Faculty Peer Review form is to be duly completed by the Peer Reviewer and handed over to the Faculty member concerned.

i. Faculty Peer Review cover page should be retained by the Faculty.

iv. Peer Review guidelines

Faculty members participating in the Peer Review process should consider the following:

a. Peer Review process will be outlined to all Faculty members during the start of each semester during the orientation program.
b. Formative Peer Review sessions should be conducted by all Faculty members by week six of each semester.
c. Formative Peer Reviews of teaching can be included by departments as a mentoring process
d. Departments can also devise informal processes to encourage good teaching using formative Peer Reviews of teaching feedback
e. Faculty members being reviewed should trust and respect the Faculty members performing the formative review
f. Faculty from similar or different disciplines could be involved in the review process
g. The Formative Peer Review written report is for the Faculty member's use alone, and forms the basis of a conversation between the Faculty member and the reviewer(s) about teaching effectiveness.

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B. PARTICIPATION IN THE SELECTION PANEL FOR RECRUITMENT OF FACULTY MEMBERS

i. INTRODUCTION

This practice enables members of the TE Committee to be a part of the panel for recruitment and gauge incumbent Faculty members on their teaching effectiveness skills and abilities. Any one member of the TE Committee shall participate in the interview panels for recruitment when required during the academic year. The member shall be given an opportunity to interview the applicant on teaching effectiveness related questions (already drafted and available to the members) in order to take a decision. Comprehensive written feedback shall be provided by the TE Committee at the completion of the interview session that guides the HR department to take a decision on recruitment. The policy shall be reviewed for its effectiveness at the end of each academic year.

ii. ROLE OF COMMITTEE MEMBERS

TE Committee participation in the interview panel shall occur as and when requested by the HR department. The TE Committee member shall interview faculty members from Teaching Effectiveness perspective and accept or reject the candidate / incumbent based on the criteria of the TE Committee. Upon recruitment, the committee shall review the faculty member's performance during probation period and provide feedback to the Human Resource department. TE Committee participation in the recruitment process shall strengthen the process in selecting the most suitable member for the correct position with the appropriate amount of experience and knowledge.

iii. PROCESS

a. TEC to liaise with Faculty Search Committee and HR department to complete the CV screening. HR provides the CVs of the applicants / incumbents before the interview giving enough time to the TE Committee member to review it.
b. The Teaching Effectiveness Committee member interviews candidates from Teaching Effectiveness perspective
c. The TE Committee member attending the interview session shall provide written feedback on the performance of the candidate to the HR department immediately after the interview in the format provided by the latter
d. The committee reviews the performance of faculty member during probation period
e. Submit Faculty probation feedback reports from teaching effectiveness perspective to HR for evaluation of probation confirmation

C. PROFESSIONAL SKILLS DEVELOPMENT PROGRAM

i. INTRODUCTION

This policy highlights the importance of PSDP courses, philosophies, operational aspects and outcomes as well as the role of Faculty members. TE Committee members will provide awareness of the importance and purpose of operationalizing PSDP courses at SUC to Faculty members. The PSDP policy shall be reviewed for its effectiveness at the

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end of each academic year. The evaluation of PSDP courses shall be done on an annual basis.

ii. ROLE OF TEC

TE Committee is responsible for creating awareness amongst Faculty members about the importance and mode of operationalizing PSDP.

a. Appropriate orientation on the preparation of PSDP courses will be provided for Faculty
b. TE Committee shall develop the calendar and liaise with resource persons / administration and IR Office for feedback.

iii. PROCESS

a. The Teaching Effectiveness committee creates calendar for conduct of PSDP courses
b. The Teaching Effectiveness committee orients Faculty members on conducting PSDP course
c. Each Faculty member will be required to self-nominate or on an allotment basis, carry out the role of a resource person for the PSDP program.
d. The Faculty member shall submit the slides and exercises used to engage students to the TE Committee (in hard and soft forms) to the TE Committee within one week.
e. The committee shall provide timely information on the details of the session to the resource person.
f. Faculty members shall orient students on the importance of PSDP
g. Faculty members shall conduct the PSDP sessions as per calendar
h. Faculty members shall facilitate students with session materials
i. Students provide their feedback at the end of every PSDP session
j. IR & QA Office analyzes the feedback and presents report to Executive Council with positives and gaps identified
k. EC reviews report and provide their inputs including suggestions or recommendations to the Teaching effectiveness Committee for improvement of PSDP sessions
l. Teaching Effectiveness Committee responds back to EC recommendations and suggestion with the implementation plan
m. The status of implementation is submitted to IR & QA Office at the end of an academic year

iv. PSDP ACADEMIC REQUIREMENTS

a. The credit value of the PSDP will be zero and shall be a graduation requirement.
b. The zero credit PSDP program will be offered without any additional fee payment from the students
c. Students need to complete the PSDP program requirement for the Freshman and Sophomore level before proceeding to the Junior level and for the Junior and Senior level before graduating.
d. The students are required to attend a minimum of 4 sessions per year out of the announced sessions, which would total to 4 hours. Additionally the student would

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be expected to complete 3-4 hours of tasks assigned during sessions (e.g. CV design etc.).

e. Attendance and task completion shall be recorded for reference purposes.

v. PSDP BUDGET

The committee proposes a budget required for the conduct of PSDP sessions to the Finance Department along with the PSDP calendar. Budget is generally allocated for payment to the internal and external resource person as per HR policy. For external resource persons, payment needs to be made on the day of the session unless otherwise agreed.

D. SKYLINE ENTREPRENEURSHIP AND INNOVATION CLUB

i. INTRODUCTION

The formation of Skyline Innovation and Entrepreneurship Club (SEIC) is the outcome of the vision of the founder president of the Skyline University Mr. Kamal Puri. The student's innovation and entrepreneurship club at Skyline University College is an initiative to encourage students to explore their entrepreneurial skills and prepare business plans which they wish to pursue as a career. The club also contributes toward entrepreneurial education and facilitates entrepreneur in starting their own business/es in UAE and the region. The club supports a culture of entrepreneurship throughout the University and the region and further provides access to build entrepreneurial networks to promote businesses.

The acronym of the club is "Skyline Entrepreneurship & Innovation Club" is SEIC.

ii. SEIC OBJECTIVES

a. To promote entrepreneurial culture among student and the community
b. To develop skills in generating innovative business Ideas
c. To develop skills of researching and analyzing the business environment and opportunities
d. To develop skills in formulating business plans
e. To establish long-term relationships with banks, venture capitalists, Chamber of Commerce, Government Agencies and other entrepreneurial development organizations

iii. SEIC ACTIVITIES

The club is dedicated to achieve its objectives by engaging members in various entrepreneurial activities during an academic year. The following activities can be planned and organized under the umbrella of this club. This list is not exhaustive and club can plan any other activities that promote entrepreneurship and innovation.

a. Arrange and participate in brainstorming sessions for innovative business idea.
b. Arrange and participate in Guest lectures on Innovation and Entrepreneurship.
c. Arrange and participate in business plan and/or new idea competition.
d. Any other activities helping in achieving the clubs objectives.

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iv. SEIC STRUCTURE

SEIC organization structure consists of Chief Patron, Advisory Board, Club Advisor & Chair, Faculty Coordinators and student body. The Club advisor and Faculty Coordinators operationalize the club.

v. Members Required:

a. Entrepreneurship Club Team
b. Faculty Mentors
c. Subject Teacher:
   1. Entrepreneurship Course
   2. Innovation Course
d. Corporate Affairs
e. Media and PR
f. SSD Officer

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vi. **Skyline Entrepreneurship & Innovation Club (SEIC) Organization Chart**

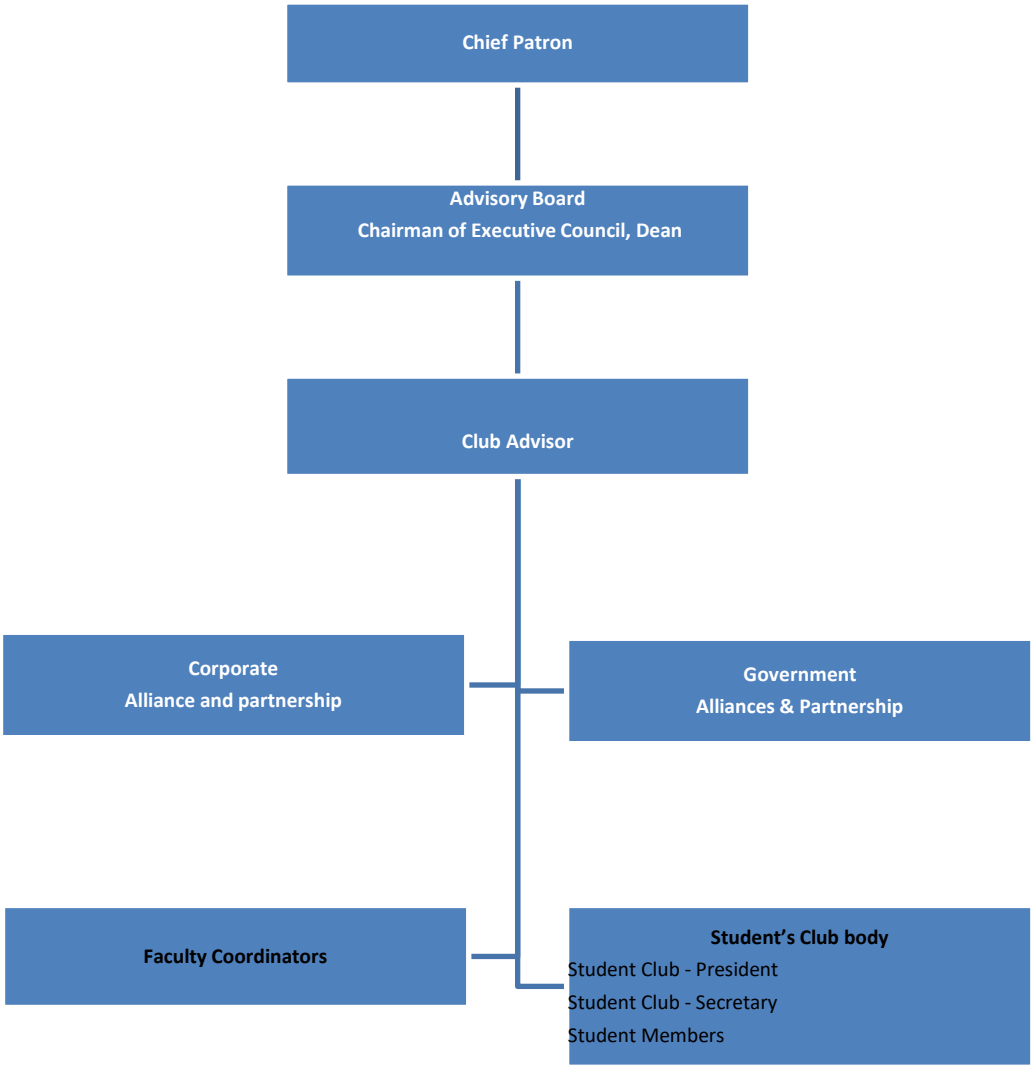

Figure 3: SEIC Organizational Chart

vii. *Roles and Responsibilities*

a. **Chief Patron:** Chief Patrons extend patron-ship and provide vision to the club.

b. **Advisory Board:** Advisory board will provide guidelines, strategic direction and approves annual plan.

c. **Club Advisor:**

1. Develops long term strategic plans for the club
2. Advises the chair for executing the operations of the club
3. Identifies and liaisons with corporate and government partners to collaborate in promoting entrepreneurial idea
4. Prepares and presents annual plan of the club to advisory board for the approval
5. Organizes entrepreneurial education programs and extends consultancy services

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6. Monitors and reviews the functioning of the club

d. Faculty Mentors

1. Execute the club activities a-s per the approved plan.
2. Develop calendars for activities for each academic year.
3. Encourage the students to become members of the club and actively participate in club activities.
4. Meet students who are working on their business plans or are in sessions of developing innovative business.
5. Monitor, review, critique, and discuss potential actions; do not just expect performance or give answers.
6. Refer students to appropriate department/person for related guidance and support.
7. Record mentoring activities for performance evaluation and feed-back purposes.
8. Facilitate students and entrepreneurs in the process of setting up business ventures.
9. Organize business plan competition, Business Idea evaluation and recommend viable proposal for incubation.
10. For the selected business plan, organize meetings with Venture Capitalists, banks and other funding agencies.
11. Submit regular reports to club advisor for review of advisory board.
12. Maintain strict confidentiality.

e. Student Club President

The responsibilities and duties of the Entrepreneurship & Innovation Club President shall be, but are not necessarily limited to, the following:

1. Act as the official representative and spokesperson of SEIC
2. Liaison with the club members and the faculty coordinators, and prepare agenda and conduct club meetings
3. Facilitate arrangements during entrepreneurial education program
4. Maintain current and organized documentation of all past and prospective speakers and their contact information
5. Assist in planning field trips and other club events
6. Any other responsibility assigned by Club Chair

f. Club Secretary

The responsibilities and duties of the Club Secretary shall be, but are not necessarily limited to, the following:

1. Communicate to club members using the designated e-mail account about meetings, events, trips, and other related activities within the club
2. Responsible for checking the e-mail account on regular basis and following up on questions and comments

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3. Perform secretarial duties; this includes recording the main topics during the meetings for people who may have missed and keeping track of club member attendance.
4. Carry out online promotional activities for the club
5. Maintain the current and past membership list

viii. MEMBERSHIP PROCESS

The club is open for students who are enrolled in the courses of Entrepreneurship & Innovation in any semester. Those students who are not enrolled in innovation/entrepreneurship course can also participate in the activities of the club by completing the application form. The Faculty chair and Advisor reserves the right to reject or remove students from the club based on indiscipline and noncompliance to SUC Rules and Regulations (Please see the club membership form).

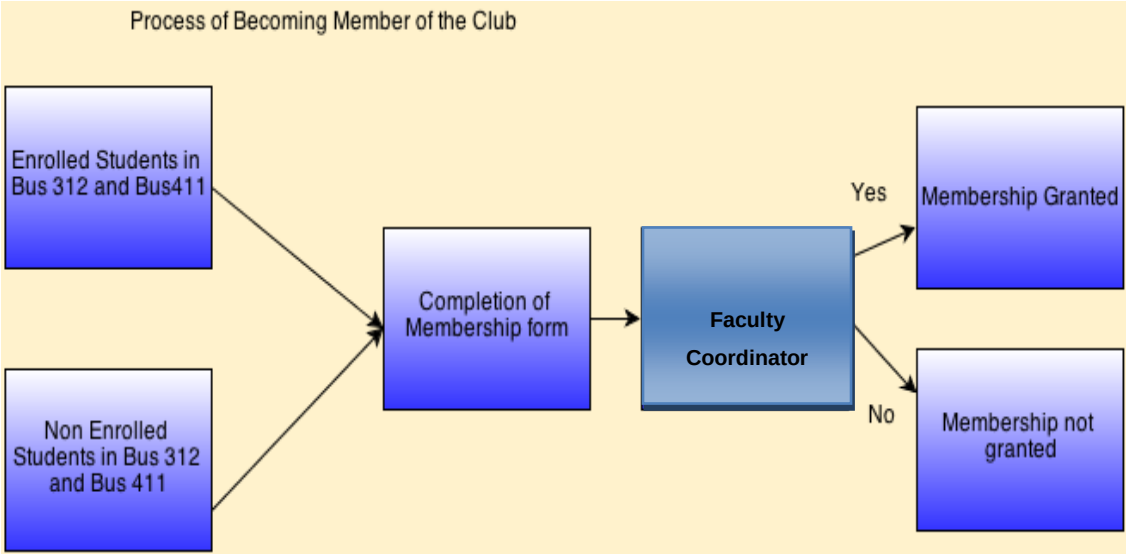

Figure 4: Process of becoming a Member of SEIC

ix. CLUB MEMBER BENEFITS

a. Entrepreneurship & Innovation Lab access

SUC has an equipped entrepreneurship & innovation lab, where club members would be having opportunities to spend quality time and develop innovative business ideas by using Entrepreneurship & Innovation lab resources such as books, research materials, online search engines etc.

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x. LAB USAGE POLICY

a. Eligibility to Get Bio-Metric Access: The following people will be eligible to have Innovation Lab Bio-Metric Access based of office held:
   1. COEC
   2. DEAN
   3. HOA
   4. REGISTRAR
   5. Head of IT
   6. Entrepreneurship Club Committee Member
   7. All the required maintenance staff approved by Manager, Maintenance.
   8. Faculties approved to teach in Innovation Lab.
   9. Students Approved for Mentoring Purpose.
   10. Any other person approved by Dean on recommendation of HOA.
   11. Other Members and Students will be only permitted in innovation Lab either in presence of faculty member or Club In-charge.

b. It is mandatory for all users to sign usage register kept at the Innovation Lab.

c. All resources of innovation lab are for academic and individual usage only. No one is allowed to use innovation lab resources for commercial purposes.

d. Innovation Lab timings will be as per university standard timings. Any usage after the university official timings will require specific permission.

e. No Food and Eatables will be allowed in the innovation lab.

f. User will be responsible for any loss or damage to the facility or resources and agreed to pay for the damages.

g. All users will use these facilities as per standard SUC IT FAIR USAGE policy. Usage of computer, software and internet is governed by SUC IT Policy.

xi. Mentoring Service

Members of Entrepreneurship and Innovation Club, whose initial ideas have been short listed can avail the mentoring services. The mentoring services available to club members are:

a. Assessing and validating the opportunity area and customer value proposition
b. Formulating a business plan
c. Developing Product development strategy
d. Developing Sales and marketing strategy with particular focus on key initial sales
e. Helping in preparing viable and fundable business plan

xii. Networking Facilities

Members will get opportunities to participate in various Entrepreneurial networking events and entrepreneurial education program.

xiii. Funding Opportunities

All the members with approved business plan will get an opportunity to present to various banks, venture capitalists and other funding agencies.

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xiv. Consultancy

The entire members with approved business plan can avail pre, during and post venture consultancy service from the club.

xv. BUSINESS IDEA SELECTION

Students and groups can present their ideas to faculty mentors and they will screen and select the best idea for the next stage for business plan incubation. These ideas will be converted to commercially feasible Business Plans with the help of mentors. These business plans will be presented to various funding agencies for funding to start a new enterprise.

The selection criteria will be:

a. The individual or group must fill the business plan application form
b. The idea(s) must fall in the category of either an original incremental or revolutionary innovation in the domain of services, product, process, marketing, technology or even combination of two or more domains.
c. The idea(s) must solve the problem of industry/customers or stake holders.
d. The idea (s) ideas must be able to add value to stakeholders.
e. The idea(s) must be able to commercialize and yield long term financial benefits for its shareholders.
f. The idea(s) must be ethical as well as legal.

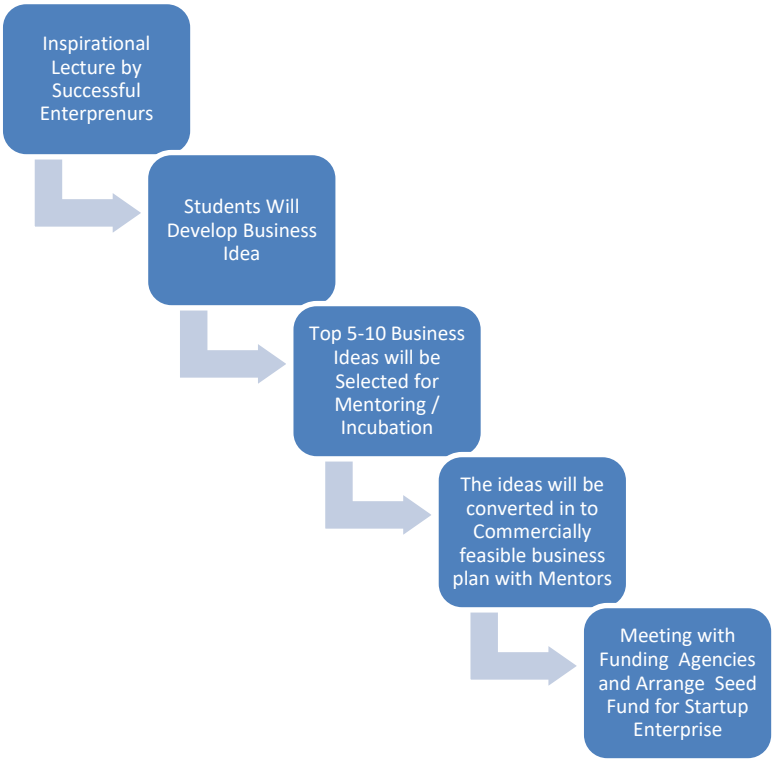

Figure 5: The Ideation Process

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xvi. COPYRIGHTS, BUSINESS PARTNERSHIP & MOUs

Student or group, who are interested to present their original ideas, must fill the copyright form, indicating the date of the original idea generation and the owners of the idea generators. This ensures that the ideas belong to Students or group of students and are having the copyrights of the ideas by default (International intellectual copy right acts).

http://www.wipo.int/export/sites/www/freepublications/en/intproperty/909/wipo_pub_909.pdf

a. Investing in any idea by SUC will be documented through partnership agreement between the student(s) and SUC, where it will be clearly mentioned that AED50000/= will be sponsored by SUC and rest will be acquired by either students (owners of the idea) or external sponsor.

b. An agreement (MOU) on profit sharing as well as the modus operandi will therefore mutually be discussed between the idea owners, SUC or an external sponsor and if all parties agree, a legal partnership deed will be prepared to finalize the business deed as per UAE company formation/business setup laws.

xvii. CLUB INTERNAL MEETINGS & CALENDAR

Faculty Mentors, Club Advisor and Advisory Board will regularly meet to make many decisions for the development and the progress of the club.

xviii. BUDGETS

The club has its own allocated budget, and the Finance department of the Skyline University is responsible to disburse the allocated budget for the club as per SUC policy (Please see the Approved budget of the club).

Budget 2016-17

Operating	Budget (AED)
Advertising (PR)	5000
Office supplies	1000
Guest lecturers honorarium	3000
Meeting – refreshments	2000
Business Plan Competition	30000
Small Events Prizes	2000
Printing Banners / Pamphlets / Literature / Material	2000
Book/ Video /Software Purchase	5000
Total	**50000**

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xix. CONTACT LIST

CONTACT LIST		
SL.NO.	**QUERY ABOUT**	**CONTACT PERSON**
1.	Club Membership	Academic Advisor/Faculty Mentors
2.	Membership Forms/Process	Faculty Mentors
3.	Policy and Procedure of the Club	Academic advisor/ Faculty Mentors
4.	External Partnership	Academic advisor/ Faculty Mentors

X. INTER DEPARTMENTAL AND COMMITTEE REQUIREMENTS

The TE Committee requires the support of the different committees and departments to operationalize selected best teaching and learning practice mechanisms at SUC.
The following structures and departments should liaise with the TE Committee:

A. HR Department

i. To provide schedule for panel interviews
ii. To provide CVs of the applicants before the interview giving enough time to the TE Committee member for reviewing it
iii. To provide interview evaluation formats to Teaching Effectiveness Committee
iv. To provide list of faculty members under probation along with review timelines

B. Administration Department:

To integrate the PSDP sessions in the class schedule.

C. Course Leaders / Faculty

i. To prepare material for PSDP and reflect in CDP
ii. Liaise with IR office for collecting feedback of the session
iii. To conduct PSDP sessions as per schedule

D. IR & QA Office

i. To coordinate review of courses files by course file review committee

XI. INTERNAL COMMITTEE FUNCTIONING

The committee will meet on a monthly basis to review plans and monitor and evaluate progress of activities. The Chair of the committee presents the updates on the progress of the committee to all faculty members in academic meetings.

XII. INDUCTION OF NEW TE COMMITTEE MEMBERS

The induction of new TE Committee members shall be conducted as per the requirements of the TE Committee and the organization.

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XIII. ORIENTATION TO FACULTY MEMBERS

The TE Committee shall provide orientation sessions for Faculty members on academic teaching, learning practices to encourage an innovative, creative and reflective teaching, learning culture, conducting PSDP sessions and SEIC club at SUC.

XIV. ANNUAL PLANNING OF THE COMMITTEE

The Teaching Effectiveness Committee plans their activities for the complete academic year. The planning for next academic year is generally initiated during the last semester of the current academic year. Planning includes review and update of all documents required for the smooth functioning of the committee.

Following are some of the documents developed, reviewed and updated as part of planning:

i. Goals, Objectives, Purpose, Academic Goals, Departmental Goals, Individual Goals, KPIs & Benchmarking
ii. Policy & Procedures Manual
iii. Forms, Process Flows & Authority Level
iv. Strategic Plan
v. IE Tools
vi. Feedback
vii. Fact Files
viii. Job Description
ix. Pre-Semester Checklist
x. Operational Checklist
xi. Calendars & Checklists
xii. Orientation to faculty
xiii. Requirements from other departments or committees
xiv. Semester Closing & Opening Presentation
xv. Semester Audits
xvi. Reporting Format
xvii. Notice Board updates
xviii. Website content
xix. FAQs
xx. Portal content
xxi. Calendar Management System
xxii. Document Management System
xxiii. Budget of the committee

XV. SEMESTER PLANNING & CLOSING PRESENTATON

The Teaching Effectiveness Committee presents the Closing updates and planning of the next Semester to all Faculty and Staff members at the end of every semester, which includes the details about the completion status of the activities planned before the commencement of the semester, important statistics and major activities planned for the next upcoming semester.

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XVI. AUDIT

The committee submits various reports of the committee's activities to EC on regular basis. All reports are audited by QA Office for their completion and accuracy and finally forwarded to EC for final review and approval.

XVII. FACT FILE

The Teaching Effectiveness Committee maintains fact file consisting of important statistics related to number of orientations on CDP Development and workshops conducted for improving teaching practices for each year. The fact file is submitted along with the Closing File of the committee every year.

XVIII. CALENDARS

Teaching Effectiveness Committee plans the year round activities of the Committee and develops a calendar consisting of a schedule of the planned activities. The calendar is submitted in the planning file of the committee. The Committee also uploads this calendar on the calendar Management System which enables them to keep track of their planned activities and complete them in a timely manner.

XIX. CHECK LIST

The committee maintains a checklist of all major activities to be accomplished by them which is further segregated on the basis of its completion time point. Certain activities are required to be completed before the start of a particular semester and hence will be included in the Pre-semester checklist and list of tasks to be completed during the semester will be included in the Operational checklist with week-wise distribution of task. The status of activities included in the Pre-semester checklist are reviewed and updated by the committee at least one week prior to the start of the semester and finally submitted to the Dean's Office.

XX. WEBSITE, PORTAL & FAQs

Information on specific areas and functions of the department are displayed on the SUC Website which is reviewed and updated by the Committee before the start of every semester. The Committee also provides all necessary information on major events conducted by the committee including workshops and development programs to the Media and Communication Department for displaying it on SUC Website and Social Media Websites.

The committee develops, reviews and updates the list of frequently asked questions for displaying on SUC website.

XXI. NOTICE BOARDS

The Teaching Effectiveness Committee displays information about the committee's activities, any important updates, information related to workshops conducted by the committee, etc. on the notice board.

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XXII. IE TOOLS

The Teaching Effectiveness Committee is responsible for submission of following IE Reports to IR Office as per the IE calendar provided at the start of the Academic Year:

i. Teaching Effectiveness Committee
ii. Innovation and Entrepreneurship Centre
iii. Professional Skills Development Program

XXIII. BUDGET

The Teaching Effectiveness Committee submits a proposed budget for various activities planned by the committee for the forthcoming academic year to Finance department. Funds are generally allocated for conduct of various training programs conducted by the committee to improve teaching methodologies adapted by the Faculty members. Finance department presents the budget to COEC for review and approval. The budget for the next academic year is finalized each year in the month of July/August for the next academic year.

XXIV. EVALUATION OF COMMITTEE CHAIR & MEMBERS

The TE Committee practices and polices shall be evaluated on an annual bases for their effectiveness and these reflections shall be used to enhance teaching and learning practices at SUC. The evaluation shall be initiated before the Fall semester of each academic year.

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10.GENERAL POLICIES

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I. CURRICULA APPROVAL AND REVISION POLICY

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 Dean. The members of PRC are appointed by the Dean based on the subject experts from each Major, Business courses, General Education and Industry Professionals, Alumni, Current student representatives and HQA. 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

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

D. Process flow

1. The requirements of the industry and trends in academia are reviewed periodically.
2. Committee reviews the internal and external reports such as the Faculty Course Reports, Internship, Dissertation, Employer Survey and Alumni Survey Analysis reports.
3. 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.
4. Committee includes or discards courses from the curriculum
5. Committee forwards its recommendations to Dean for review and is discussed in the EC for recommendation to the BOG for approval
6. Implementation of the revised curriculum from the subsequent academic year.

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E. Frequency of review/revisit and authority

Table 3.3.1				
Responsible to Review and amend the curriculum	**Approval Authority**	**Responsible to implement**	**Frequency of Revisit**	**Frequency of Review**
Program Review Committee and QA Department	BOG	Dean	Every Academic year	Once in four years

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II. COURSE FILE POLICY

A. Introduction

Course File is important in understanding the conduct of the course and is a record of documents indicating the achievement of learning outcomes of the course during the semesters. The course file is helpful in guiding the faculty member to improve the conduct of the course in upcoming semesters.

Course File is a record of academic activities performed during the semester with the focus on meeting the learning outcomes. The purpose of this document is to facilitate academic references, faculty evaluation and review by external accreditation agencies.

B. Formation of Committee

The responsibility of reviewing the course file rests with Course file review subcommittee under the Quality Audit Committee headed by HQA. The course file review sub-committee is formed by the approval of the Dean and the members are nominated or co-opted as required. The tenure of the committee members is usually two academic years.

C. Functions of the committee

1. To review the course files semester wise
2. To maintain academic records for references
3. To facilitate the objective evaluation of performance of courses conducted in achieving the learning outcomes
4. To discuss and disseminate the outcomes and areas of improvement with the faculty members

Table 3.4.1

Responsible to Submit the course file	Frequency of submission	Frequency of Review	Reviewing Authority	Final Approval of course files
Full Time and Adjunct faculty members	Every semester in an academic year	Every semester in an academic year	Teaching Effectiveness Committee, HQA and Dean	Dean and HQA

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Annexure to the course file policy

Guidelines for Course file submission as per stipulation 7 of the MOHESR standards 2011

1. Syllabi for the current and previous offerings of the course;

2. Copies of all instructor teaching materials;

3. Copies of all assessment instruments;

4. Instructor worked answers and marking schemes for all assessment instruments;

5. Examples from across the range of student performance of graded responses to all assessment instruments;

6. A comprehensive instructor review of the presentation of the course, covering:

   a. appropriateness of the course learning outcomes;

   b. extent to which the syllabus was covered;

   c. extent to which learning outcomes were met (with evidence);

   d. appropriateness of textbooks and other learning resources;

   e. appropriateness of assessment instruments in relation to learning outcomes;

   f. appropriateness of the balance of assessment;

   g. appropriateness of prerequisites;

   h. general comments on any problems encountered with the course;

7. Quantitative analysis of student performance during the course presentation (e.g., grade distributions);

8. Summary of student feedback on the evaluation of the course.

III. CONFLICT OF INTEREST POLICY

A. Introduction

Conflict of interest at SUC is defined as any breach of Policy and Procedures to gain any undue advantage monetarily or in kind from the stakeholders. It also includes written, verbal disparagements, statements perceived to be against SUC. Any behavioral acts in or outside the SUC premises that affects the interest of the employees not limiting to financial or reputational or supporting any such acts which will negatively impact or the acts that are punished under the law will amount to conflicting with the interest of SUC.

B. Acts of conflicts of interest

The acts of conflicts of interest are as follows but not limited to

i. Breach of policy and procedure for personal or familial gains of any nature
ii. Breach of obligations in employment contract
iii. Engaging in services that have gainful interest without disclosing to SUC
iv. Passing information to competitors that causes loss to SUC or hampers its growth and expansion
v. Misusing of SUC resources, employees and facilities for the personal or familial gains
vi. Misusing of funds for non-authorized purposes or activities other than the purpose for which the funds are released

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vii. Disparagement of SUC in private or public platforms
viii. Breaches of ethics in research, undertaking funded or non-funded projects, publication of material that is in conflict with the interest of SUC and the culture of the Society in the region.
ix. Engaging in political, social or religious activities that are in contradiction to the law of the land
x. Receiving personal favors from the stakeholders of SUC against favors in return
xi. Any act that brings negative reputation to SUC
xii. Conviction and punishment by the law of the land
xiii. Signing on any unauthorized documents of on behalf of SUC
xiv. Unauthorized disclosure of information in any media that affects the interest of SUC
xv. Going to media to settle grievances or conflicts with SUC

C. Formation of the committee

All issues related to conflict of interest are dealt by Disciplinary Action committee. Disciplinary committee shall comprise of the Dean, EC members and a representative of faculty. None of the committee members should be party to a conflict at the time of disciplinary action proceedings. In case of such an eventuality the EC is authorized to suggest an alternate.

D. Functions of the committee

The function of the committee is to investigate the issue of conflict of interest under question by following the principles of natural justice and adhering to the due process as laid down in the SUC policy and recommend fair and equitable judgment.
The function of the committee is also to review and pass judgments regarding voluntary disclosures of services, engagements and contractual agreements with the third party outside SUC for monetary or non-monetary benefits made by the employee. The committee also has the right to look into such actions that affects the normal functioning of SUC due to non-fulfillment of contractual agreements with SUC. Finally report the causes and findings of the issue to the Head HR for records and necessary action.
In case of approved projects the terms and conditions of leave, monetary benefits and other direct or indirect gains will be decided on case to case basis and the faculty and staff must adhere to that agreement

E. Process flow

i. To receive factual statement of the breach of conflict of interest from the HR department
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. To pass a fair and equitable decision
vi. Report the findings to HR for records
vii. Head of HR recommends the appropriate action including discontinuance of the employment services and non-renewal of contract as per the policies of SUC and communicates to Dean for necessary action
viii. Dean implements the recommended action by the Head of HR

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F. Responsibilities of the Employees

i. The Responsibility of each employee of SUC is
ii. To disclose to the management, all matters that come to notice of the employee and is in conflict with the interest of SUC
iii. To disclose to the management, Research grants, projects, contractual agreements and submit relevant documents for seeking permission
iv. To refrain from involving in any act, behavior, statement, publication, agreement, signing contract that conflicts with the interest of SUC

G. Tenure and authority

Responsible to disclose information	Responsibility of forming Disciplinary Action committee	Tenure of the committee	Responsibility to present the case	Responsibility to conduct fair trail and take decision on the issue	Implementation of the decision	Review and amendment of the policy
Employees	Dean	Till the issue is resolved or dissolution by Dean	Head HR	Chair of Disciplinary Action committee	Head-HR	EC

IV. TEACH OUT POLICY

A. Introduction

SUC Risk Management policy includes systems of internal controls. These controls include a number of measures that facilitate an effective and efficient operation, enabling SUC to respond to a variety of operational, financial, and commercial risks. However in unforeseeable events its risk management policy protects the interest of stakeholders, specially the students to ensure their continuation of studies. The Financial Plan of SUC makes provisions for such contingencies.

B. Formation of committee

To deal with the unforeseeable emergency situation, an ad-hoc 'Teach- Out' committee is formed comprising of EC members and Head of Finance (HOF).

C. Functions of the committee

1. To prepare a general 'Teach-out' plan to rehabilitate the students on rolls at the time of emergency.
2. To ensure the last student is rehabilitated as per the proposed plan
3. To refund the fee as per the provisions made by finance department for such contingencies

D. Process Flow

1. Gravity of the emergency situation is reviewed
2. A 'Teach-Out' plan is prepared to accommodate the students
3. Ensure the implementation of the 'Teach-Out' plan

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E. 'Teach-Out' Plan

In case the need arises to discontinue a particular major/emphasis of a program over a period of time, students still enrolled at that point of time shall be given the following options:
1. Students will be offered to transfer to the existing emphasis/major programs of their choice offered at SUC
2. 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.
3. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
4. The applicable refund shall be paid over a period of one year.

In case an unforeseen situation arises and SUC needs to wind up its operations completely or decides to discontinue a particular program, the students enrolled at that point of time shall be given the following options
1. 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.
2. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
3. The applicable refund shall be paid over a period of one year.

F. Tenure and authority

Table 3.14.1

Responsibility of forming ad-hoc 'Teach-Out' Plan Committee	**Preparation of 'Teach-Out' Plan**	**Approval of 'Teach-out' Plan for Major/Emphasis /program and institution**	**Implementation of 'Teach-Out' Plan**	**Implementation of 'Teach-Out' Plan for Institution**	**Approval of Amendments to the 'Teach-out' Plan**	**Responsibility of forming ad-hoc 'Teach-Out' Plan Committee**
COEC	Ad-hoc 'Teach-Out' Plan committee	BOG	Dean	Dean along with Head of Finance	BOG	COEC

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V. PUBLICATIONS POLICY

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

1. Departments are responsible to prepare the draft contents of publication in line with the SUC policies and procedures
2. QA department reviews the draft document and forwards its recommendation for approval
3. Dean discusses with EC along with his comments for final approval
4. EC finalizes the policy and procedure and sends back to Dean for publication

B. Responsibility and Authority

Table 3.15.1

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	QA Department and Dean	EC	Dean	Annually
Student Handbook	Head of Administration, Registration and Examination	QA Department and Dean	EC	Dean	Annually
Faculty Handbook and Staff Handbook	Head of HR	QA Department and Dean	EC	Dean	Annually
Advertisement and Brochure	Head of Marketing and Head of HR	QA Department and Dean	EC	Dean	As per Schedule
Website content related to policy and procedure	Heads of Department	QA Department and Dean	EC	Dean	Semester wise
Website content related to articles and news	Heads of Department	QA Department and Dean	EC	Dean	As and when required

VI. ETHICAL ISSUES POLICY

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 committee 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.

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B. Formation of the committee

All unethical issues related to the faculty research publications are dealt by Disciplinary Action Committee. In this regard, the Disciplinary Action Committee shall comprise of the Dean, EC members, research committee chair and a representative of faculty.

C. Functions of the committee

The function of the committee is to investigate the unethical issues of faculty research and publication under question by following the principles of natural justice and adhering to the due process as laid down in SUC policy and recommend fair and equitable judgment. Committee reports the causes and findings of the issue to the Head HR for records and necessary action.

D. Process flow

1. To receive factual statement of the unethical practices in faculty research
2. To seek written explanation from the concerned employee under question
3. To initiate an enquiry and conduct a thorough investigation into the matter
4. To collect evidences or facts in the process of enquiry and investigation
5. To pass a fair and equitable decision
6. Report the findings to HR for records
7. Head of HR recommends the appropriate action including discontinuance of the employment services and non-renewal of contract as per the policies of SUC and communicates to Dean for necessary action
8. Dean implements the recommended action by the Head of HR

E. Responsibilities of the Employees
To follow ethical practices in collecting, analyzing and presenting data and present conclusions as per internationally acceptable standards

F. Tenure and authority

Table 3.16.1

Responsible to adhere to ethical guidelines in research	Responsibility of forming Disciplinary Action committee	Tenure of the committee	Responsibility to present the case	Responsibility to conduct fair trail and take decision on the issue	Implementation of the decision	Review and amendment of the policy
Faculty member	Dean	Till the issue is resolved or dissolution by Dean	Head HR	Chair of Disciplinary Action committee	Head-HR	EC

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ACADEMIC SUPPORT SERVICES DEPARTMENTS

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INSTITUTIONAL RESEARCH AND QUALITY ASSURANCE POLICIES

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INSTITUTIONAL PLANNING

i. Strategic Planning

The Strategic Planning is done with specific long-term directions in line with the vision, mission and purposes of the University after thorough analysis of its strengths, weaknesses, opportunities and threats. It consists of the planning of strategic directions for a five year period.

The Strategic Plan of SUC is divided into following three major components:

a. To define strategic directions

b. To determine strategic goals

c. To specify strategic initiatives to achieve the set strategic direction.

The Quality Assurance Office in coordination with the COEC's Office conducts a through auditing of its previous strategic plan target Vs achievements in relation to its capabilities and the external constraints. The internal capabilities and its gaps are assessed continuously through the Institutional Effectiveness (IE) tools which are documented on a semester basis. Evaluation of the IE tools gives an understanding of operational strengths & weaknesses and provides directions for the areas of development. Based on these inputs appropriate decisions are taken during the review of the Strategic Plan which further provides inputs for the next Strategic Plan.

ii. Annual Planning

The Quality Assurance Office coordinates and carries out the annual planning of the instituion that includes following activties:

a. Institutional planning

1. **Strategic plan review:**

   To begin the institutional planning, the previous year's performance is assessed in line with Strategic plan. Upon the assessment and identified gaps, plans for the forthcoming academic year is prepared after receiving inputs from Board of Governors, faculty, students and staff. The Goals and objectives for all the existing academic programs offered by the institution are also reviewed and updated by the Quality Assurance Office based on the accreditation requirements, Program review and industry requirements

2. **Institutional Effectiveness System Planning:** Executive Council reviews the Institutional Effectiveness tools before the start of the academic year and finalizes the Institutional Effectiveness tools, Chairperson and Committee members for the forthcoming academic year. IR office prepares the IE calendar for the

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forthcoming academic year which includes the following components

i. Name of the IE committee
ii. IE committee Chair
iii. IE committee members
iv. IE committees to submit report to IR office as per calendar
v. IR office to review and compile the report and forward to QA office as per calendar
vi. Semester wise review of consolidated reports by Executive Council
vii. QA office to facilitate the departments in implementing suggestions

IR office intimates the allocation of IE tools to respective IE committee chairs and members. IE tools are handed over to the respective committees during the orientation meeting with HQA at the start of the academic year.

3. **Feedback Planning:**The Quality Assurance receives inputs from various academic and academic support services units for the need of a new feedback and / or updates required in existing feedback for the coming academic year which are forwarded to EC for review. The EC reviews all the suggested requirements and takes the decision. On approval of the feedbacks, the Quality Assurance Office updates the list of feedbacks, develops the corresponding scope and objectives and sends it for the approval of Dean. Upon finalization of scope and objectives for the revised feedback list, the necessary feedback forms are developed by the Quality Assurance and sent for Dean's review and approval. IR office prepares the feedback calendar for student, faculty and staff and forwards it to the respective department for necessary actions.

4. **Performance Evaluation System Planning**
The QA office reviews the various components of the performance evaluation system towards the end of an academic year and develops a draft containing required changes as per the accreditation standards locally and internationally in coordination with Human Resource Department. This draft document is presented to the Executive Council for approval/amendments. The approved changes are sent to the Human Resource Department for

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incorporation in the Evaluation System and its compliance from next Academic Year onwards. IR office prepares the performance evaluation calendar and forwards it to the respective departments for necessary actions.

b. Planning for academics

IR and QA office disseminates the curriculum approved by the Dean for the academic year to all concerned authorities for its implementation. The specific course CDDs on yearly basis forwarded to HOA for necessary action. QA Office after reviewing the annual closing reports of Teaching Effectiveness Committee, Research Committee, Services Committee academic support services committee & learning resources committee and the inputs received from Dean and EC sets the tone and provide the guideline for the forthcoming academic year.

c. Departmental Planning

Quality Assurance Office coordinates with various departments of the institution 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.

iii. Semester Planning

Operational planning of various units should be carried out before the start of every semester after reviewing the previous semester closing reports. Each department head prepares a week wise operational calendar and pre-semester checklist of activities which should be completed for the smooth commencement of semester. A status report of these activities should be submitted to QA Office before the start of the semester.

PLANNING POLICY

a. **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.

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b. **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 Members of the Executive Council (EC) reviews of 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.

c. **Formation of Strategic Planning Committee**

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

d. **Strategic Planning Process**

i. BOG Provides Strategic Directions
ii. COEC adds inputs from review of previous Strategic Plan and market conditions
iii. Strategic Planning Committee receives inputs from EC and departments for planning
iv. Strategic Planning Committee prepares plans based on analyzing the external environment and internal resources
v. Draft Strategic Plan is forwarded to EC and respective department HODs for review and discussion

Plans	Preparation of Plans	Preparation frequency	Revisit/Review frequency	Responsible to implement	Persons responsible to amend	Approval Authority
Strategic Plan	Strategic Plan Committee	Once in 5 years	Yearly	Dean	EC	BOG
Annual Departmental plan	Heads of Department	Yearly	Semester wise	Heads of Department	Dean	EC
Semester Plan	Heads of Department	Semester	Monthly	Heads of Department	Dean	EC

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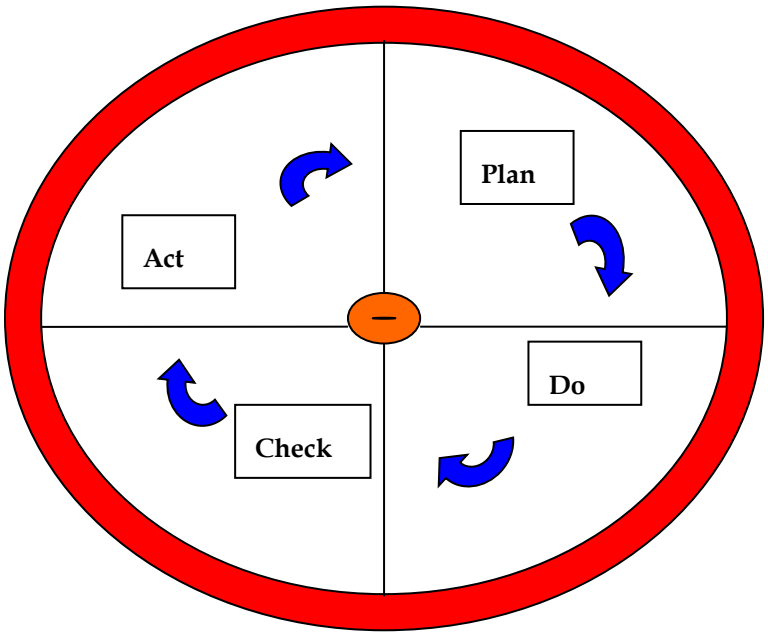
INSTITUTIONAL EFFECTIVENESS SYSTEM

Institutional effectiveness is an ongoing, integrated and systematic set of processes that includes planning, evaluation and measurement of academic and academic support services carried out during an academic year. Institutional effectiveness system ensures that the regular flow of data is maintained which is used in analyzing the institutional effectiveness at the end of the academic year. The findings of the analysis are disseminated to the Executive Council for necessary decisions and implementation (through Dean).

Institutional Effectiveness System works on the following Principle:



- **PLAN** – Develop policy & procedure, determine objectives, and develop systems & processes.
- **DO** – implement the systems and processes.
- **CHECK** – Monitor, Compile and analyze and compare the outcomes against the objectives.
- **ACT** – Initiate preventive and corrective actions and provide feedback.

The Institutional Effectiveness process helps SUC to measure the achievement of outcomes based on its mission.

a. **Planning:** Executive Council (Dean) reviews the Institutional Effectiveness tools before the start of the academic year and finalizes the Institutional Effectiveness tools and appointment of Chairperson and Committee members for the forthcoming academic year. IR office prepares the IE calendar for the forthcoming academic year which includes the following components

viii. Name of the IE committee

ix. IE committee Chair

x. IE committee members

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xi. IE committees to submit report to IR office as per calendar

xii. IR office to review and compile the report and forward to QA office as per calendar

xiii. Semester wise review of consolidated reports by Executive Council

xiv. QA office to facilitate the departments in implementing suggestions

IR office intimates the allocation of IE tools to respective IE committee chairs and members. IE tools are handed over to the respective committees during the orientation meeting with HQA at the start of the academic year.

b. Overall Institutional Effectiveness Committee

The Institutional Effectiveness Committee is headed by Dean and consists of the following members:

1. Head-Quality Assurance
2. Head - Institutional Research
3. Supervisor – Quality Assurance

c. Responsibilities of the IE Committee Chairs

1. Review the IE Tool with the committee members and prepare internal plan of action of the committee for the academic year towards achieving the objectives of the committee
2. Encourage all committee members to present their views and to explain the rationale for their opinions
3. Mobilize faculty and staff to achieve the objectives of the committee
4. Ensure committee MOM, reports, and recommendations are completed and appropriately disseminated in a timely manner
5. Forward Reports and recommendations to IR office as per the IE Calendar.

d. Responsibilities of the Committee Members

1. Regularly contribute to achieve the objectives of committee
2. Attend and actively participate in meetings;

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3. Share information during committee discussions, recommend and express opinion for decision making
4. Support decisions of the committee or ensure that MOM minutes include concerns/reservations with decision (s)

e. General Format of IE Committee's Report

1. Report Introduction
2. Members of Committee
3. Display of Data
   - Data Analysis
   - Outcomes Achieved as per objective
   - Key Performance Indicators
4. In comparison to last year
5. Positives
6. Areas of Improvement
7. Recommendations to EC
8. Conclusion

Attachment

MOM of all meetings and contribution by individual members

f. Institutional Effectiveness Tools

The Institutional Effectiveness tools are listed in the below table which are categorized based on the Academic and Academic Support services departments.

1	Institutional Research Office and QA Office
1.1	IE Committee
1.2	Feedbacks (Conduct & Review) Committee
1.3	Program Review/Revisit Committee
1.4	Accreditation Committee
1.5	Organization chart revisit committee
1.6	Vision, Mission, Purpose, Program Goals, etc. Revisit Committee
1.7	Strategic Plan Committee
1.8	Fact Book and Annual Report Committee
1.9	Quality Audit Committee (Academic and Academic Support Services, CPD, Club, FES, SES)

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1.10	Academic and Academic Support Services Monthly report review committee
1.11	Semester report review committee
1.12	Annual Planning and Closing committee
2	**Academic Planning**
2.1	Academic Planning Committee
2.2	Faculty Schedule & Semester Wise Allocation Committee
2.3	LRDC and LDC Committee (Library Resource Adequacy & Feedback Faculty, Staff & Students, LDC)
2.4	CRDC and CDC Committee (Computing Resource Adequacy and Feedback, Faculty, Staff and Students and CDC)
3	**Research and Professional Development**
3.1	Research and Development Committee
3.2	Knowledge Updates committee
3.3	Case Study Centre Committee
4	**Teaching Effectiveness Committee**
4.1	Teaching Effectiveness Committee
4.2	Professional Skills Development Program Committee
4.3	Innovation and Entrepreneurship Centre Committee
4.4	Internship, Internship Project and Dissertation Committee
5	**Administration, Registration, Student Affairs and Examination**
5.1	Academic Progression Committee
5.2	Registration Committee
5.3	MQP Analysis Committee
5.4	TOC Analysis Committee
5.5	Examination Board
5.6	Disciplinary Action Committee
5.7	Placement Test Analysis Committee
5.8	Student Counseling Committee
5.9	Suggestion and Complaints Committee
5.1	CR Meeting Committee
5.11	Academic Advising and Mentoring Committee
5.12	Events Committee
6	**Human Resource Department**
6.1	AAC Evaluation Committee
6.2	SES Committee
6.3	FES – Academic Committee
6.4	FES – AAS Committee
6.5	Faculty and Staff Satisfaction Committee
6.6	Faculty and Staff Search Committee
6.7	Salary and Benefits Review Committee
6.8	Faculty and Staff Development Program Committee
6.9	Faculty Information Committee

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7	**Sports Department**
7.1	Sports Committee
7.2	Health Committee
7.3	Fire and Safety Committee
7.4	Student Accommodation Committee
8	**Finance Department**
8.1	Financial Audit Report Committee
8.2	Student Debit & Credit Audit Committee
8.3	Risk Management Committee
8.4	Resources Adequacy - Facility (Infrastructure, Fire, Safety, AMC) Committee
8.5	Budget Review Committee
9	**Publications**
9.1	Skyline Business Journal Committee
9.2	Newsline Committee
10	**Community Services**
10.1	Community Services Committee
11	**General**
11.1	Enrollment Analysis Committee
11.2	Media and Communication Committee
11.3	Corporate Relations Committee
11.4	Placement and Employment Rate committee
11.5	Employer Survey Conduct Committee
11.6	Alumni Committee
11.7	Articulation Committee

i. FEEDBACK

a. **Planning:**The Quality Assurance receives inputs from various academic and academic support services units for the need of a new feedback and / or updates required in existing feedback for the coming academic year which are forwarded to EC(Dean) for review. The EC(Dean) reviews all the suggested requirements and takes the decision. On approval of the feedbacks, the Quality Assurance Office updates the list of feedbacks, develops the corresponding scope and objectives and sends it for the approval of Dean. Upon finalization of scope and objectives for the revised feedback list, the necessary feedback forms are developed by the Quality Assurance and sent for Dean's review and approval. IR office prepares the

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feedback calendar for student, faculty and staff and forwards it to the respective department for necessary actions.

b. Conduct of feedback

IR office prepares the feedback calendar for faculty, staff, students and AAC before the start of the academic year and forwards it to the concerned department for necessary actions. Most of the feedbacks are conducted through online as per the feedback calendar. Any events conducted outside the calendar on an ad hoc basis, the physical forms are used to collect the feedback. The planned online feedbacks are activated for eligible respondents to give the feedback (ex: 60% attendance in case of students' faculty feedback). The feedbacks will be closed as per the schedule and data will be forwarded to IR office for analysis. IR office prepares the feedback analysis report and forwards it to the respective committees for review and necessary action.

FEEDBACK & SURVEY POLICY

The purpose of the SUC feedback & survey policy and procedure is to provide detail on the process for requesting approval to execute a academic or academic support service feedback & survey, and to request access to the SUC survey data. Requests may be referred by the IR Office to the EC Members and/or as determined appropriate to do so. This procedure should be read in conjunction with the relevant Feedback & Survey Policy.

The purpose of this feedback and survey is to establish a simple yet effective means of gathering student/staff & faculty feedback on subjects/academic & academic support services and the teaching of subjects to support the SUC Planning and Improvement Framework as it relates to Learning, Teaching & Resource Adequacy.

The Student Feedback has major goals:

i. To provide student feedback data on teaching and learning for faculties, course coordinators, subject coordinators, and teaching staff to inform continuous review and improvement of learning and teaching, i.e. to support the SUC quality improvements.

ii. To provide useful information for individual teaching faculty for their own professional development.

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iii. To provide an opportunity for students to give feedback on their subjects and teaching and learning experience and for improvements made as a result to be reported back to the students.

iv. To provide data to support the SUC - Key Performance Indicators (KPIs) for Learning and Teaching and the associated objectives and strategies in the SUC - Strategic Plan 2012–2017.

QUALITY ASSURANCE POLICY

Quality Assurance 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

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MARKETING & PR DEPARTMENT

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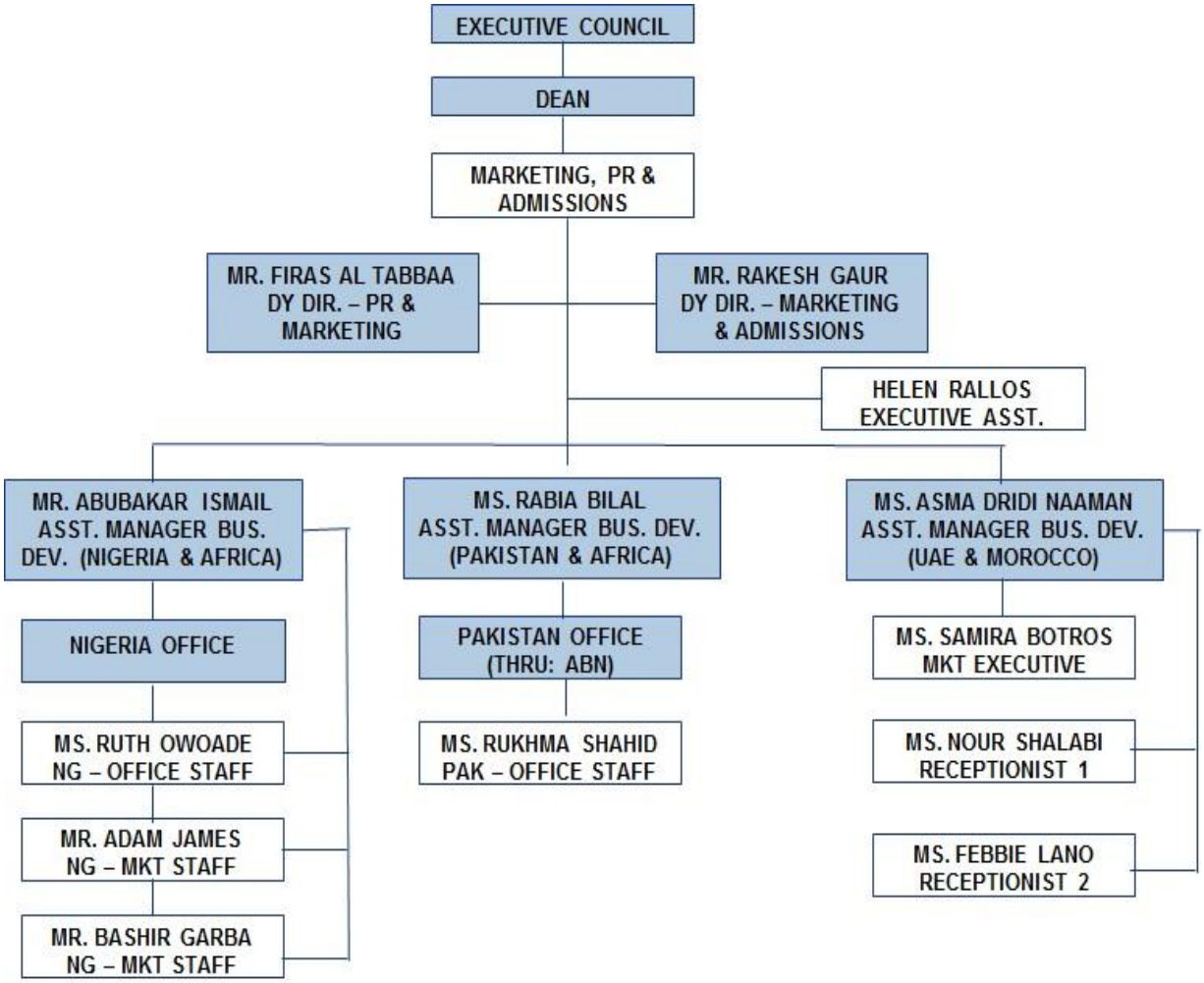
DEPARTMENT STRUCTURE
MARKETING & PR DEPARTMENT



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WHOM TO CONTACT LIST

S. NO.	ACTIVITY	RESPONSIBLE PERSON
1	Developing and implementing strategic plan, departmental goals, daily to yearly plans, targets, budget, & market intelligence survey	AAC – Chair & Vice Chair Mr. Rakesh Gaur
2	Marketing activities & Planning - Advertisement plan, billboards, design and bookings for local and International markets	Mr. Rakesh Gaur Ms. Rabia Bilal Mr. Abubakar (to assist)
3	Local & International travel plan including travel policy	Mr. Rakesh Gaur
4	Visit plan for Corporate, Banks and Business Councils in coordination with Corp. Affairs Department.	Mr. Firas Al Tabbaa Mr. Rakesh Gaur Mr. Mohammed Rasheed
5	Visit plan & PR with Government organizations	Mr. Firas Al Tabbaa
6	Visit plan & networking with NonArab cultural clubs and associations	Mr. Firas Al Tabbaa Mr. Rakesh Gaur Ms. Rabia Bilal
7	Visit plan & networking with Arab cultural clubs and associations	Mr. Firas Al Tabbaa
8	Planning visits to Arab schools for workshops & campus visits	Mr Firas Al Tabbaa
9	Planning visits to Non-Arab schools for workshops & campus visits	Mr. Rakesh Gaur, Ms. Rabia Bilal & Mr. Abubakar Sadeeq Ismail
10	Online & Social Media planning, budget, media buying & reporting formats	Mr. Rakesh Gaur, Mr. Vasujit, Ms. Jyotika & Mr. Kannappa
11	Planning for GCC to meet agents, MOHE, SUC listing, exhibition (Jordan & Oman, Qatar , Bahrain, Kuwait)	Mr. Firas Al Tabbaa
12	Planning for CIS to meet agents, MOHE, SUC listing, exhibitions (Tajikistan, Kazakhstan, Uzbekistan & Azerbaijan)	Mr. Rakesh Gaur
13	Planning for Nigeria to meet agents, MOHE, SUC listing, Scholarship Boards, exhibitions from African countries (Nigeria, Ghana, Uganda & Rwanda)	Mr. Abubakar Sadeeq Ismail in supervision of Mr. Rakesh Gaur
14	Planning for Pakistan to meet agents, MOHE, SUC listing, exhibitions	Ms. Rabia Bilal in supervision of Mr. Rakesh Gaur
15	Planning for Morocco to meet agents, MOHE, SUC listing, exhibitions	Ms. Asma Dridi Naaman in supervision of Mr. Rakesh Gaur
16	Implementation of online & social media plan	Mr. Kannappa, Ms. Jyotika & Vasujit in supervision of Mr. Rakesh Gaur & Dr. Riktesh
17	Registration and ERP updates	Ms. Asma Dridi Naaman Computing

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18	Students counseling & admission management locally and internationally - call, visitor, enrollment management and coordination with other department	Marketing Officers
19	New Intake registration audit including placement test	Ms. Asma Dridi Naaman
20	New student follow-up till the class start	Ms. Asma Dridi Naaman
21	KIT collection	Marketing officers
22	Follow-up management	Marketing Officers
23	Direct marketing, Government, Social Clubs, Embassies, etc. – intimation through letters about batch commencement and scholarship proposals/MOU's	Mr. Firas Al Tabbaa Mr. Rakesh Gaur
24	Monitoring online chat (third party)	Ms. Samira
25	Responding & follow up on online enquiries - Arab & International (except Pakistan, Nigeria & Morocco)	Ms. Samira
26	Responding & follow up on online enquiries – Non Arab (UAE)	Ms. Rabia
27	Responding & follow up on online enquiries – Pakistan	Ms. Rukhma (ABN) under supervision of Ms. Rabia
28	Responding & follow up on online enquiries – Nigeria	Ms. Ruth
29	Responding & follow up on online enquiries – Morocco	Abderrahman (Student trainee) under supervision of Ms. Asma
30	Management of all promotional materials, logos, fees, catalogs, designing advertisements, brochures, flyers, checklists	Mr. Rakesh Gaur
31	Database management	Ms. Asma Dridi Naaman
32	MOU review management	Mr. Firas Al Tabbaa & Mr. Rakesh Gaur
33	Scholarship review management	Mr. Rakesh Gaur
34	Local exhibition management & coordination	Ms. Rabia Bilal Ms. Asma Dridi Naaman
35	Postponement & cancellation management	Ms. Asma
36	Handling preparation and dissemination of minutes of marketing meetings, analysis and compilation of departmental statistics, keeping track of budgets, expenses, media, Daily/Weekly/Monthly/Semester/Yearly reports including semester and yearly closing reports, etc	Ms. Helen

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37	Handling of calls, walk in enquires of marketing department and to accordingly coordinate. Closely monitoring of the movement of the calls, visits or walk in enquires by keeping track by daily reporting. Keeping track of advertisement MKT (International & Local) & CPD. Monitoring the movement of the same, keeping the file updated.	Ms. Nournajeh Shalabi Ms. Febbie Lano
38	Handling of dissemination of documents to outside contacts & keeping accurate records of the same. Handling daily updating of database (school, corp., gov't & other sectors) & keeping record of the same.	Ms. Nournajeh Shalabi Ms. Febbie Lano
39	Updating of all files Periodic planning, closing presentations & monitoring of marketing activity calendar	Ms. Helen
40	Registration audit until closing of each intake. BBA & MBA query	Ms. Asma
41	Review and approval of policy procedures, admission policies, fee structure (BOG approval), refund policy, MOU, scholarship policy, fee waiver, undertakings, applications, agents commission policy & etc.	AAC – Chair & Vice Chair Mr. Rakesh Gaur
42	Review of complete registration process flow and re-engineering as per intake shortcomings and update the ERP	AAC – Chair & Vice Chair Mr. Rakesh Gaur Ms. Asma
43	Review of achievement of activities vs. plans	AAC – Chair & Vice Chair Mr. Firas Al Tabbaa Mr. Rakesh Gaur
44	Regular orientation of the marketing team in reception, call and visitor management, follow-up, change in policy procedure and MOHESR requirement	AAC – Chair & Vice Chair Mr. Rakesh Gaur
45	Overall encouragement of department	Mr. Rakesh Gaur

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SECTION A

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I. INTRODUCTION

The Marketing, PR & Admission Department, pursuing the vision and mission of SUC, is responsible to enroll prospective students irrespective of age, color, gender, religion, race, national origin and disabilities creating a co-educational and multicultural academic environment making SUC a dynamic center of learning.

The Marketing, PR & Admission Department is responsible in creating awareness and opportunities available at SUC for students to develop their knowledge, skills and values and their overall personality to become effective and socially responsible managers in dynamic national, regional and global.

The Marketing, PR & Admission Department is responsible to build a strong brand image & project the core values of SUC to the prospective students, SUC community, general public and other stake holders. The aim of the department is to reach the target segment by participating in various promotional activities in local & international markets.

The Marketing and PR & Admission Department admits school graduates & matured students as per the guidelines of Ministry of Higher Education and Scientific Research, UAE and the admission policy of SUC. The number of students enrolled is based on the availability of seats determined for each major in accordance to the strategic plan of SUC.

II. LICENSURE & ACCREDITATION

Skyline University College was established in 1990 under the umbrella of Civil Aviation Authority of Sharjah. After the formation of CAA in the year 2000, SUC was licensed on 27th June 2000 by the Ministry of Higher Education and Scientific Research of the United Arab Emirates. SUC awards accredited degrees in BBA at undergraduate level in Travel & Tourism Management, International Business, Information Systems, Marketing & Retail Management, Finance and Public Administration and MBA at graduate level with emphasis on Marketing, Finance, Strategic Management & Leadership, Human Resource Management and E-governance.

III. VISION & MISSION

VISION

The University College will strive to enhance its quality, size and diversity while developing three main attributes:

d. **Academic Excellence:** Achieving excellence in academic standards to enhance the University College's academic standing for the benefit of students and society.

e. **Professional Education:** Enriching students' professional education experiences to enhance the employment skills which will enable graduates to pursue and develop successful lifelong careers.

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f. **Competitive Advantage:** Promote competitive advantage of the University College through Education, Training & Development and Research & Consultancy.

MISSION

The Mission of Skyline University College (SUC) is to impart knowledge, develop professional skills and inculcate values at higher education level, enabling students of diverse background to achieve their academic goals and develop overall personality to become effective and socially responsible professionals in a dynamic national, regional and global environment. In pursuing this mission SUC focuses on innovative and creative approaches in all areas of education, research & community services and empowering SUC employees as core members of the learning community facilitating their growth and development.

IV. GENERAL GOALS

The purpose of the Marketing Department is to create and implement a brand identity reflecting the SUC's position; place and uniqueness locally and internationally, attract and register students for under graduate & graduate programs.

INSTITUTIONAL

q. To continue to operate as a private University College, committed to serve with dedication in the field of higher education, and prepare students to contribute to the betterment of business and society.
r. To offer quality education to a diverse student body enrolled nationally, regionally and globally, irrespective of race, color, gender, religion, physical disabilities and age.
s. To expand its higher education programs as per the needs of dynamic global environment.
t. To provide required support services conducive to its academic needs by regularly updating learning resources and integrating with new technology.
u. To develop and maintain significant networks between SUC, alumni and industry.
v. To continue to maintain meaningful relationship with the community through socially responsible activities.
w. To continue to pursue ethical conduct and high order of integrity in all spheres of institutional functions.

STUDENT

x. To orient the students with knowledge, skills, values and competencies through under graduate and post graduate programs thereby grooming them for suitable career opportunities nationally, regionally and globally.
y. To prepare students equipped with creative and entrepreneurial skills suitable for life long career building

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

EMPLOYEES

cc. To employ faculty and staff from various cultural, educational, research backgrounds and work experience.
dd. To provide facilities that enhance long term SUC employee welfare, satisfaction and growth
ee. To facilitate conducive research and consultancy environment for faculty scholarly activities
ff. To conduct various faculty and staff development programs in order to meet challenges posed by the dynamic global environment.

DEPARTMENT GOALS:

The purpose of the Marketing Department is to create and implement a brand identity reflecting the SUC's position; place and uniqueness locally and internationally, attract and register students for under graduate & graduate programs.

a. To enroll prospective students irrespective of age, color, gender, religion, race, nationality and disabilities into SUC as per policy procedure, guidelines and MOHESR Standards.

b. To plan and develop marketing strategies

c. To explore new market segment locally & internationally.

d. To enhance the brand identity of SUC locally and internationally.

e. To evaluate & analyze the employment market trends & the industry requirements locally & internationally.

V. WHY SKYLINE

Institutional

a. 26 years of commitment to the society for imparting knowledge, develop skills and inculcate values;
b. Among the first few universities to start in UAE
c. Approved and accredited by Commission of Academic Accreditation(CAA) of Ministry of Higher Education and Scientific Research(MOHESR), UAE
d. Strong Alumni Base well placed in government and private sectors
e. Multicultural Student learning environment
f. Affordable fee structure
g. International offices located in various countries

Academic Excellence

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a. Programs offered in unique area of specialization: MBA Programs Emphasis on Strategic Management and Leadership, Marketing and Retail Management and E-Governance along with others
b. Faculty and Staff from diverse national and educational background
c. Focused research environment to integrate scholarly work into curriculum development
d. Publishes refereed business journal, organizes international business & management conference and dedicated case study center
e. Application based learning through internship and industry interaction
f. Regular curriculum update to meet industrial requirement
g. Opportunity to do professional certification courses along with degree programs
h. First University in the UAE to achieve the IATA(International Air Transport
i. Association), CTH (Confederation of Tourism and Hospitality) , ACCA (Association of Chartered Certified Accountants) Gold status approved learning provider

Student development opportunities

a. Training and testing center for IELTS, TOEFL and Cambridge English preparatory courses
b. Professional Skills Development Programs
c. Counseling is provided to help student progress in academic career.
d. Corporate affairs department administers students placement and Industry networking opportunities like Internship and placement opportunities
e. Academic tours to various foreign countries
f. Entrepreneurship center to promote entrepreneurial skill among students
g. Well-equipped Innovation lab to foster creativity
h. Opportunities for lifelong learning anywhere in the world with the articulation agreements
i. Year round thematic community service activities
j. Year round co-curricular and extra-curricular activities for overall personality development

Infrastructure

a. Purpose built Campus equipped with all facilities

Sports Facilities

a. State-of-the art cricket ground with flood light facility
b. Gymnasium
c. Football ground
d. Basketball court

Learning support services

a. E-books and learning resources as study resources for MBA students
b. Availability of interactive facilities in class
c. Entrepreneurship center to promote entrepreneurial skill
d. Well-equipped Innovation lab to foster creativity
e. Rich Library equipped with online learning and reference resources

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f. Three computer lab equipped with over 140 computers

VI. STRATEGIC PLAN

The Marketing Department follows the directions provided by the strategic plan for planning the enrollments for SUC programs. The strategic plan helps in preparing the detailed annual marketing plan for the plan period in achieving the overall ~~growth~~ targets as defined in the plans.

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SECTION B

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I. MARKET INTELLIGENCE SYSTEM

Intelligence system used to obtain day to day information about pertinent development in the market environment. Initially the environment is segregated into four:

A. **Information through observation:** General exposure to information, with no specified purposes.
B. **Information through pre-determined purpose:** Directed exposure – involving active search to more or less clearly identified area or type of information.
C. **Informal search:** Relatively limited and unstructured efforts are made to obtain specified information or information for a specific purpose.
D. **Formal Search:** Additional efforts are usually followed using appropriate procedure and methodology to secure specific information.

Marketing & Admission Department compiles marketing intelligence by assimilating information from books, newspaper and trade publications, also through informal talks with parents, students, outsiders and alumni. Though the system is casual, information gathered is available to assess competitors, need of the student and resolve any prevailing problems/concern.

Steps to collect Market Intelligence:

Step 1: Gathering information about other institutes/universities operating in the market which includes:

Name of the institute/university college

i. Location – address including website & email
ii. Type of degree and courses – duration, cost for each, class timing
iii. Eligibility criteria
iv. Entrance exam details
v. Number of teaching hours, nationality of faculty
vi. Total number of students, class strength, nationality of students
vii. Option of subjects for each program
viii. Market share in UAE
ix. Infrastructure
x. Ministry approval
xi. Fee structure, terms of payment
xii. Extra payments, visa formalities, Sports, Library, books etc.
xiii. Placement cell
xiv. Transport facility
xv. Type of events organized
xvi. Transfer of credits
xvii. Staff facilities – Accommodation, Insurance, Medical etc.
xviii. Staff timing
xix. Promotional strategies
xx. Marketing budget
xxi. Other information
xxii. Emerging competitors

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Step 2: Search internally and find out the students' point of view by conducting surveys.

Step 3: Analyze current situation of the economy of the land and the changes in government rules and regulations. Analyze the survey to see which marketing tool is not effective – such as print media; direct marketing etc. This is done by scanning the environment and conducting expert opinion survey.

Step 4: Evaluate competitor's educational standards.

Step 5: Competitors products are reviewed, for necessary amendments.

Step 6: Analyze services provided by the competitors and identify ways to provide the same in SUC.

Step 7: Check or analyze the market trend and demand by conducting survey.

Step 8: Identify the number of high school graduates in different schools using various techniques.

Step 9: Do SWOT analysis and strictly implement.

Step 10: Resolve problems through appropriate marketing techniques and by implementing revised plans.

II. MARKETING ACTIVITIES

The Marketing Department prepares a marketing plan for the purpose of promoting its programs amongst the target audience. These plans are generally classified into Local Marketing Plan and International Marketing Plan based on the following goals ~~parameters.~~

To enroll prospective students into SUC without discrimination of age, color, gender, religion, race, nationality and disabilities.

To plan and develop marketing strategies

i. Based on competitors analysis develop marketing strategies specifically focusing on promotions, exhibitions, workshops, sponsorships, advertisements, hoardings and other marketing tools

To explore new market segments locally & internationally

i. Identify new target segments locally and internationally
ii. Identify potential government, semi-government & private sector companies for BBA & MBA programs.

To enhance the brand identity of SUC in locally and internationally.

i. To develop plans for building brand image locally and internationally.
ii. To enhance online marketing efforts.
iii. To conduct workshops and participate in events

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iv. To assist Corporate Affairs Office and Events Department for brand building activities.
v. Conduct brand image surveys

To evaluate & analyze the employment market trends & the industry requirements locally & internationally.

i. Scan the business environment with respect to industry employment trends and competitor analysis
ii. Changing trends in the target market segments
iii. Feedback from employer surveys and workshops
iv. Feedback from the visitors, parents, exhibitions, hoardings, callers, existing students, advertisements, promotions, sponsorship activities, international markets

III. MARKETING PLAN

The Marketing Department has year round activities focused to achieve the goals and objectives set by the department. At the beginning of each academic year, the department sets up a marketing plan that covers the promotional activities that will be carried out both locally and internationally. The activities of the marketing department can be broadly divided into local, regional and international market development activities.

A. RESPONSIBILITIES IN PREPARING MARKETING PLAN

Activity	Responsible for Preparing	Responsible for Implementation	Approving Authority	Approving Authority for Amendments	Frequency of Review
Marketing Plan	HOD	Marketing Department	AAC Chair & Vice Chair	AAC Chair & Vice Chair	Intake Wise and Monthly
Marketing Budget	HOD	Marketing Department	AAC Chair & Vice Chair	AAC Chair & Vice Chair	Fortnightly

B. BUDGET PLANNING

Before proceeding with implementation of the marketing plan, the Marketing Department decides the budget for carrying out the promotional plans for the academic year. The budget is mainly worked around the following main activities; separated for both local and international markets:

i. Radio & TV
ii. Newspapers
iii. Billboards
iv. Local Magazine/Directories
v. Local & International Exhibitions
vi. Workshops
vii. Gift Items
viii. Printing & Designing

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ix. Sponsorships of events
x. Participation in School activities
xi. PR Activities
xii. MOU/Scholarship Proposal with various entities
xiii. Agents/Agencies
xiv. E-Marketing (Facebook, Google & Yahoo, Other Portal)
xv. International Marketing (China, Pakistan, CIS Countries [Kazakhstan, Uzbekistan & Tajikistan], Africa [Nigeria, Ghana, Uganda, Rwanda & Morocco], Middle East & GCC (Oman, Qatar, Bahrain, Jordan)

The budget is prepared and reviewed by the Marketing Department and presented to COEC and Dean for seeking further approval from AAC Chair & Vice Chair. Once the budget is reviewed and approved, the same is put into action.

C. LOCAL MARKETING PLAN

The target prospects are generally the UAE nationals and expatriate population living in the country. The plan covers the UAE region for all the Emirates to create awareness of our offerings. Following are the steps / promotion activities undertaken in the local plan.

i. Newspaper/Magazine Advertisements

Steps to select the newspaper/magazine:

1. Selecting the target market: Arab / Non-Arab / matured students / weekend / gender / corporate
2. Selecting the message content
3. Selecting the media – focus should be on greater reach
4. Selecting the type of advertisement – announcement or an advertorial or press release
5. Selecting the placement of ads – particular page / section on newspaper based on gaze movement of the reader
6. Selecting the timing based on intakes
7. Selecting the size of advertisement
8. Entering into formal contract with the service provider
9. Releasing and monitoring the advertisement
10. Evaluating the effectiveness of the advertisement

ii. Outdoor Media / Billboards

1. Selection of location
2. Selection of duration
3. Selection of message/content
4. Evaluating the effectiveness and monitoring the implementation as per dates

iii. Radio advertisements are carried out in Arab/Non-Arab media. Importance is given to spots or sponsored programs.

Steps to select the radio:

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1. Selecting the media: Arab / Non-Arab
2. Selecting the message content
3. Selecting the type of advertisement: announcement in radio
4. Selecting the slot/program on radio
5. Selecting the timing based on intakes
6. Entering into formal contract with the service provider
7. Releasing and monitoring the advertisement
8. Evaluating the effectiveness of the advertisement

iv. Building Relationship with Schools

Schools are the primary target segment for the enrollments in SUC. To build a strong relationship with the schools help SUC to understand the changing trends among students in choosing areas of specialization, level of learning processes and to orient about the needs of higher education, SUC conducts interactive sessions with the counselor, teachers and students.

Following are the criteria for choosing a school:

1. Target market – Arab or Non-Arab
2. Curriculum – Country specific (British, Indian, Arab, American, Pakistan)
3. Number of students in the school
4. Tenure of the school as applicable
5. Evaluating the effectiveness of the relationship with the schools

Following activities are conducted to build and support the relationship with the schools:

In the school premises

1. Career counseling presentations at school
2. Meet principal / student counselors to discuss course offerings
3. Workshops for students, school principals and counselors at the school premises
4. Career fairs hosted by schools
5. Sponsorships for various events at schools
6. Scholarships proposals
7. Evaluating the effectiveness of the activities conducted in the school premises

In the SUC campus

1. Career counseling during the school student's visit to SUC
2. Workshops for students, school principals and counselors at SUC
3. SUC Campus tour for the prospective students
4. Sports events for school students
5. Cultural events for school students
6. Co-Curricular activities & Quiz competitions
7. Evaluating the effectiveness of the activities conducted in the SUC Campus

v. Exhibitions/Seminars

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Exhibitions are seen as a major tool for making SUC presence felt for the target segments and help the prospective students in choosing SUC for higher education. SUC participates in most of the major education exhibitions locally and internationally. The SUC organizes seminars to update the student body with the changes in the market, industry &business, as well as Management Development Workshops, by inviting experts.

Following are the criteria to choosing the right exhibition to set up a stand:

1. Popularity rating of the exhibition/seminar in the country
2. Number of years the exhibition has been organized
3. Analysis on feedback received from callers/visitors and enrollments
4. The footfall analysis done from exhibitions held in the past
5. Feedbacks received from students attending the event

vi. Business Updates

Marketing & Registrations Department sends monthly news updates and articles that are immensely informative consisting of the recent developments on the business and economy of the UAE and the regional countries to all the email addresses maintained in its database. Recipients are chosen on the following grounds:

1. From school visits
2. From Corporate visits
3. From data collected from workshops
4. From databases purchased from outside
5. Data collected from any events held in the university

vii. Scholarships

SUC wishes to pay back to the society its achievements by extending scholarships to various schools, associations, social clubs, embassies, consulates, government and private organizations which will not only help students who are financially unstable to fulfill their educational goals but will also benefits students who have excel academically.

To build a good relationship and promote the SUC initiative to support deserving students, the Marketing Department has devised strategy to offer scholarships to students who are academically brilliant but are unable to join because of financial constraints. Under this strategy, a fund is allocated and it is distributed according to merit of students. Scholarships are also awarded on financial need basis to students, which will be to the extent of 50%, 25% and 15% of tuition fees and will be decided on case to case basis. In any case the applicant will be eligible to receive scholarships to a maximum of 50% irrespective of qualifying under more than one criteria of scholarship. Students seeking admission with transfer of credits in the BBA or MBA program will receive maximum 15% fee waiver only. SUC

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also offer sports scholarships for students who have shown excellent ability in sports prior to joining SUC up to 50% (Ref. MOU/Scholarship Fund Allocation Policies.

The basis to choose schools is as follows:

1. Target market – Arab or Non-Arab
2. Curriculum – Country specific (British, Indian, Arab, American, Pakistan)
3. Number of students in the school
4. Tenure of the school in the UAE
5. Analysis done while enrolling students

Scholarships are also based on the student's participation in extracurricular activities and principals/counselors recommendation as well.

viii. Government & PR Plan

To facilitate student's internships, placements, and business network relationships, SUC takes the initiative to visit corporate and government in accordance to a predetermined visit plan. SUC also offers bouquet of Management Development Programs to the government & corporate and also conducts customized workshops or short courses as per their requirements. Marketing department draws out a detailed plan for developing Public relation with government and corporate. The Purpose of this activity is to develop link with government departments and industry so as to extend the corporate social responsibility activities to these organization and at the same time to solicit their assistance in planning, organizing conduction conference, seminars, workshops, panel discussions for the mutual benefits of business and academia. This activity also aims at entering into MOU's providing opportunities for higher learning & skills development to the employees of government & corporate organization.

ix. Embassy/Consulate Plan

Marketing representative meets the Ambassador, Counsel General, & Education counselor at embassies and consulates to get the university listed in the ministry of education in a specific country. This helps the students to get the necessary attestation of SUC degree to pursue academic career in their home countries when they move back after graduating or help them find employment opportunities. SUC also extends support for social services planned by the consulates for the community. These visits are also focused towards developing relationship for international market and make them aware of SUC offerings for the benefit of their community. SUC extends scholarships to the merit/need based members of the community.

x. Business Councils

SUC meets the key representative at business councils of different countries for a tie up to conduct business research activities with the help of SUC

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students and strengthen its business network relationship. SUC offers a bouquet of pre-planned/customized MDPs as per the requirements. These visits also discuss scholarship agreements to various students for their academic pursuits by signing a MOU. SUC also conducts various career counseling workshops for the benefit of the students. Visits plans are drawn as per calendar during an appropriate time in the year.

xi. Community Club

SUC recognizes the role of community clubs in UAE. SUC visits the members of these community clubs to extend support to their social causes, to strengthen its network relationship and offers need/merit based scholarship to its members. SUC also conducts various career counseling workshops throughout the year to educate its members about the programs and scholarship being offered.

xii. Internal Marketing

SUC offers scholarships to its existing BBA students for enrolling into the MBA program. SUC takes initiatives to satisfy the student by providing qualitative academic and academic support services.

In order to understand the gaps, regular feedbacks are collected through formal and informal methods. The inputs are used for developing the operational services by the various departments. This will promote internal marketing and student oriented services are rendered.

xiii. Participation in External Events

The Marketing Department in coordination with SSD and Events Committee also engages in various inter university competitions. Participation in these activities is encouraged with a purpose of promoting sports and extracurricular talents among the students of SUC which in turn promotes the overall development of SUC students.

xiv. Internal Events

The Marketing Department, in coordination with the SSD and Events Committee plays a key role in organizing and promoting internal events in the campus where students can actively participate in learning the process of organizing the events which provides them the opportunity to apply the management concepts learned during the program. This also creates opportunities for students to showcase their talents.

xv. Workshops

SUC conducts workshops for students, counselors, principals and corporate on various key management areas like Leadership, Time Management, Differential Teaching, Career Guidance and also signs MOU agreements.

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These activities are carried out to build social values & help SUC establish itself as a socially responsible institution towards the community.

Public Disclosure and approval authority:
Public disclosure of all SUC information related to the admission requirements, the program duration, fees, graduation completion requirement, etc. published in catalogs, brochures and websites will be approved by Dean.

Step 1: Changes in the content must be reported to Head of Marketing and Registration
Step 2: The information must be discussed with Dean, HQA and Registrar and approved by AAC & EC
Step 3: The amended content must be replaced in all the source documents related to the content
Step 4: The responsibility to ensure changes lies with Marketing Department representatives

Approval Authority for all amendments is Dean.

D. INTERNATIONAL MARKETING PLAN

SUC, besides targeting the local expatriate population in the UAE also keeps a focus on building international markets to recruit students. This increases the presence of international students in the campus. Following activities are undertaken to increase the presence in the international market.

i. **Identifying New Markets:** Analysis is drawn from the enquiries received through our portal or through students already studying in the university. This analysis also includes walk in visitors. Based on these statistics, the Marketing Department forms a decision to short list a market to be targeted.

   A regional office has been established in Nigeria as part of marketing strategies. SUC also has its presence in Tajikistan through a tie up/partnership with TM International who will also be handling other CIS countries such as Kazakhstan. SUC also has an agent network throughout GCC countries, China, India and Pakistan.

ii. **Identifying New Agents:** Based on the analysis, agents are identified and short listed in targeted countries such as CIS (Kazakhstan), Africa (Ghana, Morocco) and GCC (Oman, Qatar, Bahrain, and Jordon). An agreement is signed between the university and the agent to formalize the relationship. These agents can serve the following purpose:

   1. Understand the market scenario (through advertisements and other media) in their countries
   2. Understand the scope of marketing a UAE based degree in their countries
   3. Understand the visa regulations in their countries

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4. Understand the education pattern in their country. The agent should be aware of the legal requirements of the country.

iii. **Listing with the Ministry Of Higher Education:** With the help of agents, the Marketing Department is able to meet and establish connections with the Higher Education ministry of the host country to understand their higher education policies which will be helpful in including SUC in the approved list of institutions once the student has graduated from SUC.

iv. **Promotion Activity and Visit to the Country:** After a feedback is taken from the agent, the Marketing Department plans a visit to the country. Before the travel, the following activities are undertaken:

1. Advertisements are placed in newspaper of the host country
2. Advertisements in radio
3. Billboards
4. Distribution of fliers
5. Arrangement of seminars at designated cities

Once this is done, the SUC representative travels to the country to carry out the process of promotion and enrollments. Post visit, the Marketing Officer recommends whether to set up an office or to appoint agents through detailed post international visit report submitted to COEC/Dean. Based on the recommendations and further discussion, a complete marketing plan is prepared including the following:

1. Listing with Ministry of Education
2. Advertisements
3. PR activities
4. Tie ups with agents and language institutes
5. Government and schools MOUs
6. Visit plan

v. **School Visits:** SUC representative visits key schools in the country to conduct presentations and meet the principal and counselor to give information on SUC's offerings. SUC conducts career counseling workshops for school students. Workshops are also conducted for principals, counselors and teachers in area of Time Management, Leadership or any specific requirement of the school. Merit/need based scholarships are offered to the schools enabling its students to pursue higher education through SUC. The Marketing representative maintains relationships with the school counselor and principal throughout the year by sponsoring key events as well as by participating in the career fairs organized by the school.

vi. **Internet Campaign:** Online advertising has been observed to generate a good number of responses. The institution needs to expand its presence on leading portals in different countries. The website www.alexa.com displays a statistics of leading websites in different countries.

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vii. **Exhibitions:** After consultation and advice from the agent or from researching from other available resources, the Marketing Department also participates in local exhibitions in these short listed countries.

viii. **Meeting Universities for Articulation Agreement:** SUC signs articulation agreement with other local and international institutions in order to facilitate the transfer of their students to these institutions. The Marketing department supports this activity by meeting representatives of these institutions to develop contacts for facilitating the articulation process.

ix. Media Relationship: It is the responsibility of the marketing office to coordinate with Media Communication Department handling a particular region to ensure that relationship with the local media – print & electronic in the country of operation is maintained so that important and key press releases can be printed on regular basis and interviews are broadcasted/telecasted on radio & T.V. In case where SUC has its own regional offices the country representative has to take this responsibility.

E. E-MARKETING (NEW ONLINE & CHAT PLAN)

It has been observed that most of the students and parents are browsing online to get information about SUC. The Marketing Department places advertisement periodically on these portals. Following are the basis for choosing this media:

i. SUC Website

1. Websites hits through Google analytics – location, keyword, page, content, user frequency, demographic, age, interest, etc.
2. Online queries
3. Online chats
4. Online registrations
5. Survey from prospective students

ii. Social networking sites (Facebook, Twitter, LinkedIn, Google+, Instagram etc.) - Outsourced

1. Social media rating
2. Selecting the message content
3. Placement of advertisement
4. Selecting the keywords
5. Effectiveness of the advertisement
6. Ensuring event calendar is updated and sent every 3 months.
7. Content & Press releasing to be coordinated through Media & Communication dept.
8. Competitions to be conducted
9. Videos to be uploaded

iii. Monitoring of Effectiveness of E-Marketing

1. Website rating websites such as Alexa.com
2. Selecting the message content
3. Selecting the key words

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iv. Email Marketing

1. Email database of target segments
2. Selecting the message content
3. Timing of the message based on intake
4. Effectiveness of the email marketing
5. Exhibition and school visits database collected

v. SMS Marketing

The Marketing Department also utilizes the database of available mobile numbers and frequently sends updates on the program and course offerings and other important messages for follow-up with prospective students.

vi. CIS, China, Africa, Pakistan

The above criteria will also be used for analyzing international markets.

vii. Online Chat - Outsourced

SUC also extends interactive information services through online chats wherein the prospective can seek information regarding the admission and registration related queries. The online chat has been outsourced to Live Admin and quality leads will forwarded to SUC.

IV. STUDENT ADMISSION COUNSELING SERVICES

On an enquiry about admission in SUC, the Marketing &Admission Departments counsels the student regarding BBA, MBA, English Language Certificate Programs and academic progress, career opportunities & the importance of accredited degrees in the job markets. SUC also conducts aptitude tests to enable students identify their strengths and help them in deciding which program to enroll. In addition, the marketing personnel provide career counseling for helping the prospective student to choose the appropriate program suitable for the career growth. They also explain the opportunities of furthering higher studies in local & international universities articulated with SUC.

The Marketing Department extends counseling services to the students in three stages:

1. Pre admission services
2. During admission services
3. Post registration services

A. PRE – ADMISSION SERVICES

The following pre –admission services are provided by the Marketing Department while helping the prospective student to make the right choice of major to match their career opportunities:

i. Interact with the prospective students and understand their areas of interest, strengths and weaknesses

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ii. Explains the standing of the SUC and the importance of its accreditation by MOHESR and its acceptability in the job market and for pursuing higher studies locally and internationally. Explains the details of BBA & MBA programs, their duration, and the potential career opportunities of majors offered in UAE and international market.
iii. Inform students about part-time placement/internship opportunities.
iv. Helps the prospect to choose suitable area of major to be pursued through the aptitude test
v. Explains the admission requirements and fee structure
vi. Informs about documents to be submitted
vii. Explains the facilities available in SUC
viii. Verifies the documents to check the eligibility
ix. Verifies the eligibility for transfer of credits, if applicable
x. Informing students regarding visa regulations
xi. Inform student seeking SUC visa about the hostel facilities
xii. Explains the refund policy
xiii. Information about Toastmasters Club

B. DURING ADMISSION SERVICES

i. Helps in filling up of application forms
ii. Orients about the English / Math placement tests, conducts interview and provides model papers
iii. Orient student about the challenge exam and provide handbooks, which give the details about the registration for challenge exam, fee structure, course content, examination date and the model practice papers.
iv. Orient student about interviews to the prospect who is eligible to take admission under this criteria and provides basic guidelines on registration, interview date, applicable fee, areas of interview, evaluation criteria and the interview dates.
v. Issues the hall tickets for the placement test and informs the date and time of the test
vi. Helps students to complete the process of fee payment
vii. Informs about the placement test results and organizes retest, if applicable
viii. In case the candidate fails the English and/or Math placement test, the counselor advises the candidate to enroll in basic/advanced hours of English Foundation or Numeracy Crash Course based on score attained.
ix. In case the candidate takes the admission into the foundation program and wishes to complete the TOEFL from outside and submits the pass certificate before the commencement of the main program, SUC will register the candidate into the main program in the next intake however, the fee of the foundation program cannot be adjusted.
x. Inform student regarding courses approved for transfer of credits and graduation plan

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C. POST REGISTRATION SERVICES

i. After a candidate fulfils the admission requirement the admission department verifies the validity of documents and formally registers into the program
ii. Guides the enrolled students about the academic and academic support services through the orientation program
iii. Guide the student and provide details of the main program, MQP &Maths.
iv. Inform students about the commencement date of classes and use of portal services
v. Inform students about collection of the admission kit
vi. Receive the students on the first day of classes and guide them to the orientation program
vii. To help student get acquainted with facilities and services available at SUC a campus tour is organized by the marketing department.

V. NEW ADMISSIONS

SUC follows a non-discriminatory policy to admit all such students who have completed the General Secondary School Certificate of UAE or its equivalent as per International Grade Conversions published by World Education Services Inc. (www.wes.org), subject to availability of seats. The admissions are carried out in accordance to the admission policies and procedures of MOHESR, UAE and the number of seats approved by the Executive Council as per the strategic plan.

A. BBA DEGREE PROGRAM

i. BBA PROGRAM - OVERVIEW

Skyline University College conducts an undergraduate program leading to the award of Bachelor of Business Administration degree with different majors which is equipped to meet the needs of dynamic national, regional and global business environments. A student studying Bachelor Business Administration will be exposed to all fields of business education that includes General Education, Business and Management Education.

ii. BBA PROGRAM - RATIONALE

The Business in Gulf and UAE in specific has witnessed tremendous growth in business activities in the recent years. Though Oil and Gas are Emirate's main industries, which underpin the country's considerable prosperity, yet, trade and tourism have become the key engines of growth. Its plentiful hydrocarbon resources and successful diversification drive makes it an economy with apparent robust prospects. As a member of the Gulf Cooperation Council (GCC), the UAE participates in the wide range of GCC activities that focus on economic issues. These include regular consultations and development of common policies covering trade, investment, banking & finance,

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transportation, telecommunications, and other technical areas, including protection of intellectual property rights.

UAE is now the hub of several multinational corporate houses and leading organizations, bringing UAE on the international map as one of the leading cosmopolitan nation.

Despite having the fourth largest oil reserves in the world, the oil sector accounts for less than a third of the UAE's GDP. Trade, tourism, real estate and the growing financial, manufacturing and services sector are key non-oil drivers of the economy. Continuous economic growth coupled with increasing population rate from more than 185 nationalities has given a substantial contribution to business in the UAE.

This scenario calls for quality business education for developing human capital to fulfill the needs of various business activities. One of the most important drivers of any successful economy is its human resources and with the visible trends it is imperative now to have international quality higher education in business management, made available in the UAE.

iii. BBA PROGRAM – GOALS

- **a.** o improve skills in effective business communication, problem solving, decision making, computer and numerical capabilities.
- **b.** To equip students with advanced business acumen that helps them understand the key business functions and the links between them.
- **c.** To stimulate higher order thinking skills among students; required to specialize in their respective areas of study.
- **d.** To develop competitive skills and competencies of students through meaningful industry interaction, thereby improving their employability.
- **e.** To provide a conducive value based learning environment to the students during their study and inculcate a habit of lifelong independent learning for continuous growth and development.

iv. BBA PROGRAM - OBJECTIVES

Students will be able to:

- **a.** Demonstrate an understanding of various concepts of business management
- **b.** Explain relationship between business, culture, values & ethics and services to community
- **c.** Develop skills in communication, mathematics and computers to meet business requirements.
- **d.** Develop capacity for critical enquiry, logical thinking, and analytical skills.
- **e.** Apply acquired knowledge in business environment.

Synthesize theory and practice within the sphere of their respective areas of majors for effective decision making.

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v. BBA Curriculum Requirements

The curriculum provides the student with General Education, core study in Business Administration (business program requirements) and a major field of study (major requirements).

All students pursuing a Bachelor Administration (BBA) Program must complete the following requirements :(TABLE)

Code	No. of Credits	No. of Courses
General Education	36	13
Business Education	57	19
Dissertation	3	1
Internship	3	1
Majors	21	7
Total Requirements	**120**	**41**

*Note: General Study Skills is a 2 credit course and Community Service is a 1 credit course.

Note:

i. The 4 year – 8 semester degree program can be accelerated by taking summer semesters.
ii. Morning classes – 9:15 AM to 12:45 PM, Evening class – 06:50 – 10:10 PM
iii. Weekend classes available on Fridays & Saturdays – 10:00 am – 6:00 pm
iv. Credits hours refer to one lecture hour per week last fifteen weeks
v. Each academic year consists of two semesters and each semester consists of 15 weeks
vi. A summer semester is offered to students who meet the necessary eligibility criteria.

b. BACHELOR OF BUSINESS ADMINISTRATION:

i. BBA in Travel & Tourism Management
ii. BBA in Information System
iii. BBA in International Business
iv. BBA in Marketing & Retail Management
v. BBA in Finance
vi. BBA in Public Administration

General Education- Introduction

The general education program at the BBA level is designed to develop a well-rounded personality. The courses aim at improving communication & interpersonal skills along with instilling in students lifelong learning attitude. An all-inclusive knowledge base that is

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provided to the students encompassing science, computing, humanities, and culture inculcates a sensitive and scientific temper in the young professionals.

a. GENERAL EDUCATION – GOALS

i. To improve communication skills in English language.
ii. To develop evaluation skills by using quantitative procedures for logical thinking in business environment.
iii. To develop an understanding of cultural diversity, social responsibility and ethical values.
iv. To develop a scientific temper among students by introducing them to the basic concepts of natural sciences.
v. To enable students to use Information Systems tools in business applications.
vi. To develop well-rounded personalities in students enabling them to pursue excellence in career.

b. GENERAL EDUCATION – OBJECTIVES

Student will be able to

i. Demonstrate an understanding of the basic scientific principles for application in decision-making
ii. Comprehend and Explain human civilization, culture, ethical values, and religion, with a view to understanding of the global community.
iii. Develop skills in business communication
iv. Demonstrate skills of information technology in effective data processing and analyzing
v. Develop skills in problem solving through the application of both critical thinking techniques and mathematical & statistical tools

General Education Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
CIS1001	COMPUTER SKILLS-I	3	CORE	NONE
CIS2102	COMPUTER SKILLS-II	3	CORE	CIS1001
ENG1001	ENGLISH COMPOSITION	3	CORE	NONE
ENG1102	BUSINESS COMMUNICATION	3	CORE	ENG1001
ENG2103	ADVANCED ENGLISH COMPOSITION	3	CORE	ENG1001
GEN1001	GENERAL STUDY SKILLS	2	CORE	NONE
GEN1002	COMMUNITY SERVICES & SPORTS	1	CORE	NONE

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HUM1001	ISLAMIC CULTURE	3	CORE	NONE
HUM1002	CRITICAL THINKING & PROBLEM SOLVING	3	CORE	NONE
HUM2003	INTRODUCTION TO HUMANITIES	3	CORE	NONE
MAT1001	BUSINESS MATHEMATICS	3	CORE	NONE
MAT1102	BUSINESS STATISTICS	3	CORE	MAT1001
SCI2001	GENERAL SCIENCE	3	CORE	NONE
TOTAL CREDITS REQUIRED IN GENERAL EDUCATION		**36**		

Business Education - Introduction

The Business Education Program aims at providing conceptual background to the students in core business & management areas. Program contents have been designed to expose students to the functions of business, organization structure & design, finance and legal aspects of business towards developing an attitude for conducting and leading business enterprises effectively and innovatively.

a. BUSINESS EDUCATION – GOALS

i. To develop business competencies among students to meet the challenges of business environment.
ii. To develop conceptual clarity of business management processes in the functional areas.
iii. To develop business decision making skills through business analytics
iv. To develop research skills in understanding business trends and practices.
v. To inculcate values and ethical behavior necessary for conducting business.

b. BUSINESS EDUCATION – OBJECTIVES

Student will be able to

i. Gain knowledge of economics, finance, management, marketing, business systems and innovative business practices
ii. Demonstrate understanding of multicultural & ethical issues in business and management practice
iii. Develop skills in business management and research techniques
iv. Analyze micro and macro business environments for effective decision making and formulating business strategies
v. Relate best practices in industry through professional interaction

Core Courses

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CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
ACC1001	PRINCIPLES OF ACCOUNTING-I	3	CORE	NONE
ACC2102	PRINCIPLES OF ACCOUNTING-II	3	CORE	ACC1001
BUS3101	BUSINESS RESEARCH METHODS	3	CORE	MAT1102
BUS3102	INTERNATIONAL BUSINESS	3	ELECTIVE	MGM1001
BUS3103	INNOVATION	3	ELECTIVE &PROTECTED	HUM1002
BUS3104	QUANTITATIVE TECHNIQUES FOR BUSINESS	3	CORE	MAT1102
BUS3005	CROSS CULTURAL COMMUNICATION	3	ELECTIVE	NONE
BUS4006	BUSINESS ETHICS	3	CORE	NONE
BUS4107	ENTREPRENEURSHIP	3	PROTECTED	MGM1001
ECO2001	MICRO ECONOMICS	3	CORE	NONE
ECO2102	MACRO ECONOMICS	3	CORE	ECO2001
FIN2101	PRINCIPLES OF FINANCE	3	CORE	ACC1001
IND4101	DISSERTATION	3	CORE	BUS3101

Capstone Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
MGM4106	STRATEGIC MANAGEMENT	3	CAPSTONE	SENIOR STATUS
IND4102/ IND4203	INTERNSHIP OR INTERNSHIP PROJECT	3	CAPSTONE	SENIOR STATUS & BUS 3101

Electives – Choose Any Five

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
BUS3102	INTERNATIONAL BUSINESS	3	ELECTIVE	MGM1001
BUS3103	INNOVATION	3	ELECTIVE & PROTECTED	HUM1002

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BUS3005	CROSS CULTURAL COMMUNICATION	3	ELECTIVE	NONE
MGM3102	ORGANIZATIONAL BEHAVIOR	3	ELECTIVE	MGM1001
MGM3103	MANAGEMENT OF HUMAN RESOURCES	3	ELECTIVE	MGM1001
MGM3104	CUSTOMER RELATIONS MANAGEMENT	3	ELECTIVE	MGM1001
MKT3202	E- MARKETING	3	ELECTIVE	CIS1001 & MKT2201
TOTAL CREDITS REQUIRED IN BUSINESS EDUCATION		**63**		

1. TRAVEL AND TOURISM MANAGEMENT

The leisure and tourism industry is one of the leading global economic activities, and the largest employer worldwide. The WTTC (World Travel and Tourism Council) has, in its long-term forecast predicted the number of international travelers alone doubling from 700 million to 1.6 billion, in near future.

The tourism sector in UAE is in the forefront of the entire Gulf and the Middle East region. Tourism remains primary contributor to the GDP in the region. Tourism finds place of pride in long term strategic plans for development of UAE. The country has made its mark as a safe destination extending the traditional 3'S' (Sun, Sand & Sea) factor of destination attraction to 5'S' which includes Safety and shopping as a major feature for the UAE visitors.

Tourism Major produces skilled manpower which meets the exponential growth in the air-transport, accommodation, tour operation, MICE and retail sectors in the region & world - wide.

a. TRAVEL AND TOURISM MANAGEMENT MAJOR – GOALS

i. To develop conceptual knowledge of tourism impacts for an appreciation of sustainable development.
ii. To develop an overall understanding of the dynamics of tourism sector.
iii. To develop understanding of travel and tourism marketing, planning and policy perspectives at national and international levels.

b. TRAVEL AND TOURISM MANAGEMENT MAJOR – OBJECTIVES

Students will be able to

i. Demonstrate an understanding of the concepts of tourism systems and its impacts on economy, culture and environment for tourism development
ii. Integrate Information Communication Technology in travel, tourism & hospitality for effective operations and management.
iii. Apply skills of management for managing various components of tourism industry
iv. Plan and organize events, travel and tour operations

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v. Evaluate the implications of policy and planning pertaining to tourism destination management.

Core Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
TAT3010	FOUNDATIONS OF TOURISM	3	CORE	NONE
TAT3011	AIR TRAVEL OPERATIONS & MANAGEMENT	3	CORE & PROTECTED	NONE
TAT3012	TRAVEL AGENCY OPERATIONS & TOURS	3	CORE	NONE
TAT4013	EVENT MANAGEMENT	3	CORE	NONE
TAT4114	IMPACTS OF TOURISM	3	CORE	TAT3010

Capstone Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
TAT4116	TOURISM POLICY PLANNING & DEVELOPMENT	3	CAPSTONE & SENIOR LEVEL	SENIOR STATUS

Electives – Choose Anyone

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
TAT4117	MANAGEMENT OF HOSPITALITY INDUSTRY	3	ELECTIVE	TAT3010
TAT4118	MANAGEMENT OF TOURISM ENTERPRISES	3	ELECTIVE	TAT3010
TAT4215	E – TOURISM	3	ELECTIVE	TAT3011 & CIS1001
TOTAL CREDITS REQUIRED IN MAJOR		**21**		

2. INFORMATION SYSTEMS

Information Systems form the backbone of Business Enterprises. Organizations, irrespective, of their business paradigms rely heavily on functional, cross-functional, and industry information. The growth in Secured Information Technology has fuelled the information revolution, providing access anytime, anywhere to corporate information, thus enabling rational decision making.

Information Systems major is designed to develop Technologically Expert Knowledge workers who are well versed with technological aspects of information, and understand

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the business functions and is intended to utilize the emerging concepts in Information System.

a. INFORMATION SYSTEM MAJOR – GOALS

i. To develop understanding of Information Systems in major business functions and processes.
ii. To develop understanding of uses and designs of Information systems in an organization
iii. To develop business decision making skills by applying various Information Systems methods
iv. To develop understanding of ethical use of Information Systems.

b. INFORMATION SYSTEM MAJOR – OBJECTIVES

Information Systems form the backbone of Business Enterprises. Organizations, irrespective, of their business paradigms rely heavily on functional, cross-functional, and industry information. The growth in Secured Information Technology has fuelled the information revolution, providing access anytime, anywhere to corporate information, thus enabling rational decision making.

Information Systems major is designed to develop Technologically Expert Knowledge workers who are well versed with technological aspects of information, and understand the business functions and is intended to utilize the emerging concepts in Information System.

c. INFORMATION SYSTEM MAJOR – GOALS

v. To develop understanding of Information Systems in major business functions and processes.
vi. To develop understanding of uses and designs of Information systems in an organization
vii. To develop business decision making skills by applying various Information Systems methods
viii. To develop understanding of ethical use of Information Systems.

d. INFORMATION SYSTEM MAJOR – OBJECTIVES

Students will be able to

i. Demonstrate an understanding of information systems, functions, processes, project management and emerging trends
ii. Apply cloud computing models to manage application & databases in organizations.
iii. Analyze the system requirements for IS adoption in organizations
iv. Evaluate impacts of internet security in local and cloud context.

Core Courses

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CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
CIS3110	DATABASE MANAGEMENT SYSTEMS	3	CORE	CIS2102
CIS3111	INFORMATION SYSTEM SECURITY	3	CORE	CIS2102
CIS3112	E-COMMERCE	3	CORE	CIS2102
CIS4013	INFORMATION SYSTEMS PROJECT MANAGEMENT	3	CORE	NONE
CIS4114	CLOUD ENTERPRISE SYSTEMS	3	CORE	CIS2102

Capstone Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
CIS4216	BUSINESS PROCESS MODELING	3	CAPSTONE & SENIOR LEVEL	CIS & SENIOR STATUS

Electives – Choose Any One

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
CIS4017	KNOWLEDGE MANAGEMENT TECHNOLOGY	3	ELECTIVE	NONE
CIS4115	INFORMATION SYSTEM AUDIT & CONTROL	3	ELECTIVE	CIS2102
CIS4118	BUSINESS INTELLIGENCE	3	ELECTIVE & PROTECTED	CIS2102
TOTAL CREDITS REQUIRED IN MAJOR		**21**		

3. INTERNATIONAL BUSINESS

The UAE by virtue of its location between Asia major and African continents provide crucial advantage for exports and re-exports from this region. In addition to the location advantage the economic policies on imports and exports and free zone facilities extended to manufacturing, trading and logistics for products and service sector has led to an exponential growth in foreign direct investments and foreign trading activities. To understand and operate international business transactions and to participate in strategic management decision process, qualified manpower in this field is required. This major provides the details of operations and management of international business in its various dimensions & contexts and equips the students to execute their responsibilities. The major in International Business gives students an

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opportunity to focus and understand how business is conducted on a global scale, and how it is different from a domestic enterprise.

a. INTERNATIONAL BUSINESS MAJOR – GOALS

i. To develop an understanding of international business operations.
ii. To enable students understand the role of direct foreign investments, international monetary agencies and international trade organizations.
iii. To provide awareness of the best practices in international business decision making of the functional areas of management including business projects.
iv. To develop an understanding of issues in international business strategies and multicultural influences.

b. INTERNATIONAL BUSINESS MAJOR – OBJECTIVES

Students will be able to

i. Demonstrate an understanding of operations of international trade organizations.
ii. Use techniques of logistics & supply chain management
iii. Demonstrate skills in managing clients and customer relationships globally
iv. Apply functions, tools and techniques of international business operations& marketing
v. Apply knowledge and skills in the areas of project planning, scheduling, budgeting and controlling
vi. Evaluate policies and formulate appropriate strategies for international business organizations

Core Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
IBS3110	ECONOMICS OF INTERNATIONAL BUSINESS	3	CORE	ECO2102
IBS3011	EXPORT & IMPORT MANAGEMENT	3	CORE	NONE
IBS3112	COMPARATIVE GLOBAL MANAGEMENT	3	CORE	MGM1001
IBS4113	INTERNATIONAL FINANCE	3	CORE	FIN2101
MKT4013	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	CORE	NONE

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Capstone Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
IBS4116	INTERNATIONAL MARKETING	3	CAPSTONE & SENIOR LEVEL	SENIOR STATUS

Electives – Choose Anyone

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
IBS4114	BUSINESS PROJECT MANAGEMENT	3	ELECTIVE	MGM1001
IBS4015	INTERNATIONAL BANKING	3	ELECTIVE	NONE
MKT4115	SERVICES MARKETING	3	ELECTIVE & PROTECTED	MKT2201
TOTAL CREDITS REQUIRED IN MAJOR		**21**		

4. MARKETING & RETAIL MANAGEMENT

The UAE is significantly moving away from oil dependent economic activities in the recent past and it is making its presence felt extensively in the fields of brand management, marketing research, advertising, retail trading, investment & retail banking, travel & tourism industry, events management, logistics & supply chain management and marketing of various other services products. It is among the countries witnessing fastest growth of retailing in terms of new stores, public opening & job creation. All these sectors require qualified and trained manpower in the relevant fields of Marketing& Retail Management.

The major in marketing& retail management is intended to prepare students to comprehend basic marketing & retail management concepts and operations related to this major. As this major progresses, it is aimed at students understanding various facets of marketing & retail management in the ever-changing, modern business environment. This major infuses pragmatism into the theory and empower students to

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apply the concepts in work context. It also prepares students to pursue higher academic pursuits in the field of marketing& retail management.

a. MARKETING & RETAIL MANAGEMENT MAJOR – GOALS

i. To develop an understanding of various dimensions of marketing and retail management concepts to analyze market situations.
ii. To develop skills to communicate with target markets.
iii. To develop understanding of marketing and retail management processes and operations in distribution and supply chain management
iv. To develop analytical thinking, evaluating and solving marketing and retail management problems.

b. MARKETING & RETAIL MANAGEMENT MAJOR – OBJECTIVES

Students will be able to

i. Demonstrate an understanding of concepts, principles and theories of marketing and retail management functions
ii. Demonstrate the use of skills, tools and techniques for problem solving in marketing and retail management operations
iii. Apply marketing and retail management concepts and techniques to analyze market trends
iv. Plan, analyze, implement and evaluate the marketing and retail management programs under various situations of businesses.
v. Evaluate policies and formulate appropriate marketing and retail management strategies for business organizations.

Core Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
MKT3110	CONSUMER BEHAVIOR	3	CORE	MKT2201
MKT3111	MARKETING COMMUNICATION	3	CORE	MKT2201
MKT3212	MARKETING RESEARCH	3	CORE	MAT1102 &MKT2201
MKT4013	LOGISTICS AND SUPPLY CHAIN MANAGEMENT	3	CORE	NONE
MKT4114	RETAIL MANAGEMENT	3	CORE	MKT2201

Capstone Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE

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MKT4116	INTERNATIONAL MARKETING	3	CAPSTONE & SENIOR LEVEL	SENIOR STATUS

Electives – Choose Any One

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
MKT4115	SERVICES MARKETING	3	ELECTIVE & PROTECTED	MKT2201
MKT4117	ADVERTISING MANAGEMENT	3	ELECTIVE	MKT2201
MKT4118	SALES MANAGEMENT	3	ELECTIVE	MKT2201
TOTAL CREDITS REQUIRED IN MAJOR		**21**		

5. FINANCE

The Bachelor of Business Administration program with major in Finance is designed to develop the understanding of the functional and operational areas of finance and assessing and managing risk in organization. It emphasizes the role of information technology in developing problem solving, decision - making skills in effective discharge of responsibilities. Accounting and finance being an important area of business with multiple stakeholders, the importance of ethical behavior is adequately emphasized in this major. With UAE becoming a financial hub, the program is intended to address the need of conventional accounting and financial systems, Islamic finance and derivatives

a. FINANCE MAJOR – GOALS

i. To develop understanding of accounting function and process of ethical financial decision making.
ii. To develop understanding of the function and role of financial markets & financial institutions.
iii. To develop understanding of corporate finance and portfolio investments
iv. To develop understanding of Islamic finance.

b. FINANCE MAJOR – OBJECTIVES

Students will be able to

i. Demonstrate an understanding of the structure and functioning of financial system including Islamic Finance.
ii. Comprehend and Explain the importance of ethics in discharging accounting and finance functions
iii. Demonstrate skills of preparing, presenting and analyzing financial statements
iv. Demonstrate the use of technology in the areas of accounting
v. Analyze financial management issues with respect to the organizational perspective.
vi. Evaluate investment decisions, capital structure and working capital manage

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Core Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
FIN3110	FINANCIAL MARKETS & INSTITUTIONS	3	CORE	FIN2101
FIN3111	FINANCIAL STATEMENT ANALYSIS	3	CORE	ACC2102
FIN3112	CORPORATE FINANCE	3	CORE	FIN2101
FIN4113	RISK MANAGEMENT	3	CORE	FIN3112
FIN4114	FUNDAMENTALS OF INVESTMENTS	3	CORE	FIN3112

Capstone Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
FIN4216	APPLIED PROJECTS IN FINANCE	3	CAPSTONE & SENIRO LEVEL	FIN3112 & SENIOR STATUS

Electives – Choose Any One

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
FIN4115	ISLAMIC FINANCE	3	ELECTIVE	FIN3112
FIN4117	ACCOUNTING INFORMATION SYSTEM	3	ELECTIVE & PROTECTED	ACC2102
FIN4118	DERIVATIVES	3	ELECTIVE	FIN3112
TOTAL CREDITS REQUIRED IN MAJOR		**21**		

6. PUBLIC ADMINISTRATION

The UAE is a federation of seven Emirates with a Federal government overseeing certain key areas of government function that are representative of a nation state. The major functions that the Federal government discharges include External Affairs, Defense, National Security and Post & Telegraph besides a few others. The seat of the federal government is in the capital city of Abu Dhabi which is also the largest Emirate. Each Emirate has its own government mainly looking after law and order, municipal functions, industry and trade. All these functions are carried out through ministries and departments of the government both at the federal as well as the emirates level. Planning, Policy and implementation of government programs are the responsibility of

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these departments. In the present global scenario these government organizations function with high degree of efficiency and professionalism.

To maximize the social welfare and optimization of resources, public administration activities are key elements wherein the efficiency of administrative service plays an important role. The human resources development is essential to provide effective service to the community. The major on Public Administration focuses on training manpower for effective administration, urban management, formulating policy and implementation, managing environment and public sector activities. This major also focuses on developing manpower for disaster management and E-Governance

c. PUBLIC ADMINISTRATION MAJOR – GOALS

i. To develop an understanding of various principles of public administration planning and implementation of policies.
ii. To develop an understanding of the approaches on E-Governance and Disaster management
iii. To examine new approaches for managing sustainability of environment and the economy
iv. To develop an understanding of implications in planning and policy development in public organizations

d. PUBLIC ADMINISTRATION MAJOR – OBJECTIVES

Students will be able to

i. Demonstrate an understanding of principles and theories of public administration
ii. Examine the impacts of Environment for managing economic sustainability
iii. Analyze various models of E-Governance
iv. Assess international relations for appropriate foreign policy directions
v. Evaluate policies and formulate appropriate strategies for planning and managing public organizations

Core Courses

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
PAD3110	Principles and Practices of Public Administration	3	Core Course	MGM 1001
PAD3111	Economics of Sustainability	3	Core Course	ECO2102
PAD3112	Comparative Public	3	Core Course	PAD3110
PAD4113	E- Governance	3	Core Course	CIS2102
PAD4114	International Relations and Foreign Policy (P)	3	Core and Protected	PAD3110

Capstone Courses

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CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
PAD4216	Public Policy Formation(C,S)	3	Capstone and Senior Status course	PAD3110& Senior Status

Electives – Choose Any One

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
PAD4115	Public Sector Marketing (E)	3	Elective	MKT2201
PAD4117	Disaster Management (E)	3	Elective	PAD3110
PAD4118	Environment Management (E)	3	Elective	SCI2001
TOTAL CREDITS REQUIRED IN MAJOR		**21**		

i. NEW ADMISSIONS ENTRY REQUIREMENT

All admissions in SUC are guided by Ministerial Decrees # 200/yr 2004 and 133/yr 2005; MOHESR / CAA /The Standards for Licensure & Accreditation-2011.

An applicant seeking admission for BBA program is required to fulfill the following conditions:

1. High School Grade

1.

b. Seven subjects of IGCSE/GCSE/GCE (O-Level) with grade 'C' or above (AS-Level) with grade 'D' or above (A-Level) with grade 'E' or above. All documents require attestation from the competent authorities.

i. Same subject taken at 2 or more levels can be counted as two different Subjects.

ii. Subjects taken out of School in the 12th Year shall be accepted provided they are attested by The British Council.

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iii. Combination with UAE-SS Grade12;OR Combination with American Diploma in Grade 12 is NOT permitted.

C. American Diploma after 12 years of schooling is permitted. However the certificate should be attested by relevant authority like MOE / KHDA / ADEC and the candidate must fulfill SAT requirements

Note: SUC accepts students with American diploma as per the MOHESR guidelines with anyone of the category mentioned below

1. IB Diploma: Requirements include 6 subjects; with minimum 24 points and must have minimum of 2 High Level subjects in addition to Normal Level ones.

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 (400 Math & 500 TOEFL)

3. IB Career: IB Career is considered as Vocational (Technical School)

Normally require higher number of points (26-28)

d. <u>Other SS Qualifications (inside UAE):</u>

Students from the Iranian, Indian, Pakistani, Philippine, French or German high school curriculum require12 years of schooling and attestation from MOE/ KHDA/ ADEC.

e. <u>Secondary School Qualifications Obtained Outside UAE:</u>

i. Must meet the requirements for admission into university in the country of origin
ii. With Min 11 years of schooling
iii. Attestation: Education Authority (Home Country) ; Ministry of Foreign Affairs (Home Country) ; UAE Embassy+ Evidence of completion of Secondary School Stage

f. Students holding National Secondary School Certificates from UAE Board with score of less than 60% should submit Foundation Program completion certificate from an institution approved by MOHESR. . It is not applied for High School Certificate holders of other systems of education

i. On passing the Foundation Program, the student's Certificate will be recognized and attested by the MOHESR. This may be used for progression to Higher Education within the institution offering the Foundation Program, or for entry to other Higher Education institutions, provided the student

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meets the admission requirements set for specific programs at that institution.

2. **English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic, Cambridge English: Advanced Test/ City & Guilds-IESOL)**

   Prospective student is required to fulfill any one of the following requirements for admission:

   a. A minimum score of 500 out of 677 on Institutional Test of English as Foreign Language (TOEFL) or a minimum score of 61 out of 120 on the Internet Based Test (IBT) of TOEFL or a minimum score of 173 on the Computer based TOEFL (certificates will be accepted upon verification by the ETS)
   b. A minimum score of 5.0 on International English Language Testing System (IELTS - Academic)
   c. A minimum score of 44in the Pearson Test of English.
   d. A minimum score of 154 in Cambridge English: Advanced Test of English Language.
   e. A minimum score of B1 first class pass in City & Guilds IESOL / SESOL Test

Note:
1. Qualifying English Proficiency Test is mandatory for all including native speakers
2. Institutional TOEFL / IELTS Score only from recognized testing centers or AMIDEAST is ACCEPTABLE. The TOEFL (IBT) certificates will be accepted upon verification by the ET Sand for IELTS verification will be done from IETLTS website.
3. Requirements are applied regardless of educational system or country where student is coming from.

3. **Mathematical Ability Test**

   a. An applicant is required to score a minimum of 500 on SAT-1 or 60% passing score of SUC Mathematics placement test.

   Exception for taking Mathematical Ability Test:

   a. Student holding diploma or transfer of credit from an accredited institution by MOHESR having a grade "C" or above in Mathematics is exempted from appearing in the mathematical ability test.

I. PROVISIONAL ADMISSION

A. IN CASE OF UAE HIGH SCHOOL BOARD

PROVISIONAL ADMISSION PROCEDURE (UAE HIGH SCHOOL BOARD)

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i. Fill up the Application form for Admission in SUC
ii. Submit Admission entry requirement documents
iii. Pay the application & registration and first installment fee along with the submission of application as applicable (Local)
iv. In case of candidates without English Placement scores and / or Math score, will have to appear for English Placement test and / or Math Placement test as per schedule
v. Appeal for Dean's consideration
vi. Dean's Approval

Students holding National Secondary School Certificates from Arab Countries with score of less than 60% are required to submit a Foundation program pass certificate from any university accredited by the MOHESR to be eligible for SUC BBA program. The certificate of pass must specifically indicate pass in the following courses:

i. English
ii. Mathematics
iii. Computer science
iv. Arabic

However such students will be required to undergo the English Language proficiency & Math Proficiency test as per the MOHESR requirements. If the student does not meet the English Proficiency or Math Proficiency requirement as per the admission criteria the student will have to undergo the Academics IELTS Preparatory Course (AIPC) or Math Crash course at SUC. On meeting the admission requirements, student will be enrolled into the BBA program.

B. IN CASE OF INCOMPLETE DOCUMENT SUBMISSION

PROVISIONAL ADMISSION PROCEDURE (UAE HIGH SCHOOL BOARD)

i. Fill up the Application form for Admission in SUC
ii. Submit Admission entry requirement documents
iii. Pay the application& registration fee and first installment fee along with the submission of application as applicable (Local /Visa / Visa Letter / Embassy Letter)
iv. In case of candidates without English Placement scores and / or Math score, will have to appear for English Placement test and / or Math Placement test as per schedule
v. Fill up undertaking forms for incomplete submission of any of the required documents.
vi. The student will be allowed to continue for one semester as a provisional admission. The missing documents must be submitted before enrolling into the second semester.

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II. TRANSFER ADMISSION

PROCEDURE

- **i.** Fill up the Application form for Admission along with TOC application form in SUC
- **ii.** 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. An official letter from the previous institution
  4. All documents mentioned in the admission requirements
  5. Processing fee of AED 400/- (non-refundable) must be paid for evaluation
  6. 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

     - **a.** Pay the application and registration fee along with the submission of application as applicable (Local /Visa / Visa Letter / Embassy Letter)
     - **b.** In case of candidates without English Placement scores and / or Mathematics score, will have to appear for English Placement test and / or Mathematics Placement test as per schedule

SUC accepts student's who are transferring from a federal or licensed institution in the UAE recognized by MOHESR, 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 following requirement / conditions:

Transfer of credit is granted under the following conditions:

- **i.** They must pass the English and Mathematics proficiency requirement
- **ii.** The course contents mentioned in the CDP 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.
- **iii.** 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
- **iv.** The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC
- **v.** The students must have passed the course with a minimum of 'C' grade or equivalent
- **vi.** 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
- **vii.** No transfer can be awarded for Capstone and protected courses of SUC
- **viii.** 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
- **ix.** A student is placed in the Senior Level status only after completing all the balance courses till the junior level
- **x.** Incase student changes the major area of study the student will have to re-apply for TOC

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xi. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean
xii. 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 (MOHESR) 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 MOHESR 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:
        a. English
        b. Math
        c. Computer
    6. Any other conditions followed by the institutions. Once the acceptable transfer of credits are 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 emphasis, 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 provisionally 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

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:

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i. Accredited by the MOHESR, UAE
ii. Accredited by the Central or Regional accreditation bodies in the United States of America
iii. Accredited by the UGC Grants Commission of India
iv. Accredited by the HEC Grants Commission of Pakistan
v. Approved by the Quality Assurance Agency in Education, U.K.

Accredited/recognized by the Ministry of Higher Education for all other countries from where the student is seeking admission.

Once TOC is approved by the Dean, the student has to be informed about the total number of courses exempted and that AED 1500/- per course will be deducted from the total fee.

ii. ADMISSION DOCUMENTS AND OTHER REQUIREMENTS

a. Local Candidates With Own Visa

1. National Security Services clearance certificate for UAE Nationals effective from 2014.
2. 2 Passport size colored photographs with white background (not Polaroid) along with a digital copy.
3. Passport Copy with minimum six months validity
4. UAE National ID
5. Attested copy of High School Certificate along with marks sheet (as applicable).

1. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE
2. Students from foreign schools operating in UAE approved by the Ministry of Education, UAE should submit attested certificate by the school & private Department in Ministry of Education, UAE
3. Students from overseas school certificate should submit attested copy by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from the country of origin

a. Proof of English Language proficiency as per admission criteria such as TOEFL score of 500 on the Paper-Based, 173 on the Computer-Based, or 61 on the Internet- Based test, IELTS score of (5.0) or Pearson Test of English Academic Score of 44 or Cambridge English Advanced Test score of 154 or City & Guilds IESOL Test score of B1 or the equivalent score on any other standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR).

b. A total of AED 6,000/- must be paid at the time of admission and payment for TOEFL, if applicable. (Ref. Fee Structure Policy, Annexures)

1. *First installment fees is non-refundable after commencement of classes, even if the student did not attend any class or/and the TOEFL certificate is rejected by ETS.

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2. **Students having acceptable IELTS/TOEFL/Pearson/ Cambridge English / City & Guilds - IESOL score are not required to pay TOEFL exam and TOEFL book fee or even those students taking any of the above tests outside SUC and undertake to submit score before commencement of the batch need not pay.

c. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time. In the event the duration and signed undertaking is not duly observed student needs to leave SUC without any liability from SUC.

b. Local Candidates Seeking SUC Visa/Visa Letter/Embassy Letter

i. National Security Services clearance certificate for UAE Nationals effective from 2014.
ii. 12 Passport size colored photographs (not Polaroid) with white background along with a digital copy.
iii. Passport Copy with minimum eight months validity.
iv. Attested copy of High School Certificate along with marks sheet (as applicable).

1. UAE 12th standard High School certificate students should submit the attested copy by the school and Ministry of Education, UAE
2. Students from foreign schools operating in UAE approved by the Ministry of Education, UAE should submit attested certificate by the school & private Department in Ministry of Education, UAE
3. Students from overseas school certificate should submit attested copy by the school, Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from the country of origin

i. Proof of English Language proficiency as per admission criteria such as TOEFL score of 500 on the Paper-Based, 173 on the Computer-Based, or 61 on the Internet- Based test, IELTS score of (5.0) or Pearson Test of English Academic Score of 44 or Cambridge English Advanced Test score of 154 or City & Guilds IESOL Score of B1 or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR).

v. The following fees must be paid at the time of admission along with 2 PDC's (Postdated cheques of AED 12,500/- each). (Ref. Fee Structure & Hostel Policy, Annexures)

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vi. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required documents will be submitted within the stipulated time as agreed.

vii. Student Personal details form with the Country of residence telephone number.

c. Visa Students (Overseas)

a. 2 Passport size colored photographs (not Polaroid) with white background.
b. Passport Copy with minimum eight months validity.
c. Police clearance certificate
d. Medical certificate from any registered hospital, if applicable.
e. Attested copy of High School Education Certificate along with marks sheet (12th Standard certificate attested by Ministry of Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin).
f. Proof of English Language proficiency as per admission criteria such as TOEFL score of 500 on the Paper-Based, 173 on the Computer-Based, or 61 on the Internet- Based test, IELTS score of (5.0) or Pearson Test of English Academic Score of 44 or Cambridge English Advanced Test score of 154 or City & Guilds IESOL score of B1 or an equivalent score in another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR).
g. The following fees must be paid at the time of admission: **(USD 10,636/-).** (Ref. Fee Structure & Hostel Policy, Annexures)

h. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required documents will be submitted within the stipulated time as agreed.
i. Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission along with hostel form.

B. MBA DEGREE PROGRAMS

i. MBA PROGRAM - OVERVIEW

MBA program is designed with an academic and practical rigor to ensure that students acquire key managerial knowledge, attitude and skills to meet the challenges of the present business scenario in an appropriate social and ethical manner. The program bridges and integrates regional, cultural, and domestic business practices with the global business ethos, so as to carve future managers for local and global businesses.

ii. MBA PROGRAM - RATIONALE

The focus of Gulf Region and UAE in specific on non-oil sectors for developing its economy is a commendable strategy. Hence, there has been rapid growth in the contribution to GDP from areas like manufacturing, food, retail, real estate, automobile, airlines, ports,

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hospitality, medical, educational, financial and other service sectors to name a few. The efforts of government of UAE resulted in the placement of many of its educated manpower in different positions in government, semi government, and private organizations during the "boom" period wherein the participation of the workforce has increased substantially. This young Arab population along with the first and second generation expats groomed in the region is soon to become the managerial workforce at various organizations and hence need to be given a strong base in management knowledge and skills. SUC MBA helps student to pursue the ambition and goal to serve and educate the manpower of the Gulf region through well-structured academic MBA program that focuses on knowledge as well as skills and attitude to groom future management professionals of the region.

iii. MBA PROGRAM – GOALS

a. Develop managerial skills in problem solving and decision making
b. Instill leadership skills and professional attitude
c. Develop ethical orientation to conduct business in a socially responsible manner
d. Develop acumen towards formulating, implementing and evaluating business strategies

iv. MBA PROGRAM - OBJECTIVES:

Students will be able to:

a. Explain theories, tools and techniques of business management and their applications.
b. Develop leadership skills and competencies for managing organizations
c. Research, evaluate, analyze and formulate business strategies
d. Evaluate ethical business practices and its implications on business.
e. Integrate knowledge and business practices to consistently solve complex issues

v. MBA Curriculum Requirements

The curriculum provides a student with Core courses and emphasis requirements.

All students pursuing a Master of Business Administration (MBA) Program must complete the following requirements:

Code	No. of Credits	No. of Courses
Core Courses	27	9
Major Courses	9	3
Total Requirements	**36**	**12**

Note:

1. Total credits required for graduation – 36
2. provided that the student meets the CGPA requirements
3. The program will run in the evening time 6:50pm-10:15pm, three days a week
4. Weekend classes run between 9 AM - 3.30 PM on Friday and Saturday

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vi. MASTER IN BUSINESS ADMINISTRATION WITH EMPHASIS ON:

1. Finance
2. Marketing
3. Human Resource Management
4. Strategic Management & Leadership
5. E-Governance

CORE COURSES

Introduction

The Master in Business Administration requires analytical and decision making skills in solving problems in key functional areas of the management. To acquire these skills it is imperative to understand the fundamentals of the core areas of business – Managerial Accounting, Quantitative Methods for Business Decision making, International Business, Corporate Information Strategy & Management, Managerial Economics, Financial Management, Human Resources Management, Marketing Management, and Strategic Management.

SUC offers MBA program which equips students with in-depth understanding of various core disciplines of business. Apart from this, students will opt any of the emphasis courses of their interest from Marketing, Finance, Human Resource Management and Strategic Management and Leadership.

a. CORE COURSES – GOALS

i. Develop an understanding about the basic concepts and constructs of modern management theories and its applications
ii. Instill analytical thinking that enhances problem solving and decision making.
iii. Develop understanding of successful ~~global~~ management techniques and practices

b. CORE COURSES – OBJECTIVES

Student will be able to

i. Integrate knowledge in the fields of managerial economics, finance & accounting, human resource management, marketing management & business management systems for managing business operations
ii. Assess ethical values and practices for conducting business
iii. Analyze business problems and take strategic decisions
iv. Evaluate business scenarios with help of appropriate tools and techniques

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CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREPREQUISITE
ACC6001	MANAGERIAL ACCOUNTING	3	CORE	NONE
BUS6001	QUANTITATIVE METHODS FOR BUSINESS DECISION MAKING	3	CORE & PROTECTED	NONE
BUS6002	INTERNATIONAL BUSINESS	3	CORE & PROTECTED	NONE
CIS6001	CORPORATE INFORMATION STRATEGY & MANAGEMENT	3	CORE	NONE
ECO6001	MANAGERIAL ECONOMICS	3	CORE	NONE
FIN6001	FINANCIAL MANAGEMENT	3	CORE & PROTECTED	NONE
MGM6001	HUMAN RESOURCE MANAGEMENT	3	CORE	NONE
MGM7102	STRATEGIC MANAGEMENT	3	CAPSTONE	SUCCESSFUL COMPLETION OF 6000 LEVEL COURSE
MKT6001	MARKETINGMANAGEMENT	3	CORE	NONE
Total Credits		27		

1. EMPHASIS ON FINANCE

Introduction

The MBA Emphasis in finance equips students to acquire specialized skills and knowledge in understanding, and analyzing financial transactions and related activities of an organization as well as to make effective and ethical financial decisions related to the same. The purpose of this emphasis is to enable students to understand and analyze theories in corporate finance, investment and portfolio management. A focus on financial institutions and international finance domain enable students to keep

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abreast with the various changes and challenges operating in international business scenarios

a. FINANCE EMPHASIS – GOALS

i. Develop theoretical & practical knowledge and skills in finance
ii. Equip students with decision making and analytical skills
iii. Develop an understanding of the operations and structures of various financial systems
iv. Develop ethically oriented financial professionals

b. FINANCE EMPHASIS – OBJECTIVES

Student will be able to

i. Explain theoretical framework of corporate and financial institutions
ii. Demonstrate an understanding of ethical practices and its implications in regional and global financial Institutions
iii. Apply the principles, tools and research techniques for making financial decisions
iv. Analyze and estimate risk and return for investment decisions
v. Evaluate government regulations and its effect on corporate and financial institutions

Electives – Choose Any Three

CODE	COURSE	CREDIT	GENERAL COURSE CATEGORY	PREREQUISITE
FIN7210	CORPORATE FINANCE	3	ELECTIVE & PROTECTED	ACC601, FIN601
FIN7211	INTERNATIONAL FINANCE	3	ELECTIVE & PROTECTED	ACC601, FIN601
FIN7212	INVESTMENT AND PORTFOLIO MANAGEMENT	3	ELECTIVE & PROTECTED	ACC601, FIN601
FIN72213	MANAGEMENT OF BANKS & FINANCIAL INSTITUTIONS	3	ELECTIVE & PROTECTED	ACC601, FIN601
Total Credit Required In Emphasis on Finance		**9**		

**Studentneedstocompleteanythreecoursesoutofthefourcoursesoftheemphasisareas.*

2. EMPHASIS ON MARKETING

Introduction

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MBA with emphasis on marketing can be a rewarding prospect for an aspiring student oriented towards building a career in marketing. The marketing emphasis encompasses the fundamental approaches in understanding markets, market competition and competitor's strategies in developing marketing programs. The emphasis courses cover a wide spectrum of marketing functions such as advertising, consumer behavior, supply chain management and international communications. The course gives an in-depth understanding about different marketing strategies using effective cases and application methodologies that focus on developing practical and analytical skills related to actual marketing scenarios involving rivals, and different competitive marketing strategies.

a. MARKETING EMPHASIS – GOALS

i. Equip students with skills, knowledge and understanding of roles of marketing professional in the competitive business environment.
ii. Develop understanding of techniques in analyzing marketing processes
iii. Expose students to best practices in marketing operations
iv. Develop ethical and strategic marketing orientation in students

b. MARKETING EMPHASIS – OBJECTIVES

Students will be able to

i. Demonstrate an understanding of competitive marketing strategies and approaches practiced by organizations
ii. Analyze markets and assess the process in logistics and supply chain management
iii. Develop marketing plans appropriate to target markets and geographic market segments using research skills.
iv. Evaluate cultural environment and its impact on marketing activities

Electives – Choose Any Three

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
MKT7210	CONSUMER BEHAVIOR	3	ELECTIVE & PROTECTED	BUS6001, MKT6001
MKT7211	SUPPLY CHAIN MANAGEMENT	3	ELECTIVE & PROTECTED	BUS6001, MKT6001
MKT7312	INTERNATIONAL MARKETING STRATEGY	3	ELECTIVE & PROTECTED	BUS6001, MKT6001, MKT7210
MKT7313	MARKETING COMMUNICATIONS	3	ELECTIVE & PROTECTED	BUS6001, MKT6001, MKT7210
Total Credit Required In Emphasis on Marketing		**9**		

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*Studentneedstocompleteanythreecoursesoutofthefourcoursesoftheemphasisareas.

3. EMPHASIS ON HUMAN RESOURCE MANAGEMENT

Introduction

The Human Resources Management Emphasis prepares students to play an important role in managing the human resource requirements of an organization. Students completing this emphasis would be able to understand and develop skills related to international human resource best practices like human resource planning, recruitment, selection and placement, training & development, compensation management and performance management. An understanding of UAE labor laws would equip the students to make adequate decisions related to this environment and compare the region's labor practices with international labor practices.

HR emphasis MBA would develop confidence among the students in analyzing HR and employment policies and practices and managing equality and diversity issues within the organization. An emphasis on understanding training & development, compensation& benefits and performance management would prepare the students to take key positions in organizations.

a. HUMAN RESOURCE MANAGEMENT EMPHASIS – GOALS

i. Develop knowledge and skills in Human Resource Management processes, tools, systems and techniques
ii. Develop skills in planning Human Resource activities within the organization
iii. Orient students in understanding issues related to diversity and equal employment opportunity and critically analyze the application of tools and techniques of HR to successfully solve them.
iv. Expose students to new trends in Human Resource Information Technology

b. HUMAN RESOURCE MANAGEMENT EMPHASIS – OBJECTIVES

Student will be able to:

i. Describe current processes and practices in Human Resource Management
ii. Critically evaluate legal issues in Human Resource Management.
iii. Design systems, tools & techniques of human capital management.
iv. Demonstrate relevant research skills in analyzing challenges in human resource management including that of diversity and equal employment opportunities

Electives – Choose Any Three

CODE	COURSE	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
HRM7110	PERFORMANCE AND COMPENSATION MANAGEMENT	3	ELECTIVE & PROTECTED	MGM6001

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HRM7111	LEGAL ASPECTS OF HUMAN RESOURCES	3	ELECTIVE & PROTECTED	MGM6001
HRM7112	MANAGING DIVERSITY	3	ELECTIVE & PROTECTED	MGM6001
HRM7113	STRATEGIC HUMAN CAPITAL MANAGEMENT	3	ELECTIVE & PROTECTED	MGM6001
Total Credits Required In Emphasis On Human Resource Management		**9**		

**Studentneedstocompleteanythreecoursesoutofthefourcoursesoftheemphasisareas.*

4. EMPHASIS ON STRATEGIC MANAGEMENT AND LEADERSHIP

Introduction

MBA Emphasis in Strategic Management and Leadership focuses on providing knowledge, skills and competencies to become a strategic leader in corporate, private or government organizations. The focus is on developing leadership skills that enables students to craft, execute, and lead a defined strategy that sustains the business or organization in the dynamic changing scenario. The emphasis provides an understanding about strategic risks and risk management to lead organizations proactively. The emphasis equips the student to drive innovation and creativity in organizations, as well as plan and direct incremental and transformational changes for organizational excellence.

a. STRATEGIC MANAGEMENT & LEADERSHIP EMPHASIS – GOALS

i. Develop understanding of the concepts and theories of strategic management and leadership
ii. Develop an understanding of leadership strategies related to innovation and creativity in organizations
iii. Expose students to leadership strategies and experiences in leading and managing change
iv. Equip students with knowledge, concepts and techniques related to strategic risk management

b. STRATEGIC MANAGEMENT & LEADERSHIP EMPHASIS – OBJECTIVES

i. Compare and contrast roles in strategic management and leadership
ii. Develop strategies of creating culture of innovation in an organization to solve complex issues
iii. Critically analyze risk and formulate effective organizational Strategies
iv. Demonstrate ability to plan and lead change in organization

Electives – Choose Any Three

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Code	Course	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
SML 7010	LEADING THROUGH CREATIVITY & INNOVATION	3	ELECTIVE & PROTECTED	NONE
SML 7011	STRATEGIC RISK MANAGEMENT	3	ELECTIVE & PROTECTED	NONE
SML 7012	STRATEGIC LEADERSHIP	3	ELECTIVE & PROTECTED	NONE
SML 7013	MANAGING STRATEGIC CHANGE	3	ELECTIVE & PROTECTED	NONE
Total Credits Required in Emphasis on Strategic Management and Leadership		**9**		

5. EMPHASIS ON E-GOVERNANCE

Introduction

In today's technology driven and dynamic environment, government organizations world over are moving towards E –Governance for Smart Governance. Properly designed and implemented, E-Governance can improve efficiency in the delivery of government services and simplifies compliance of government regulations. This helps in strengthen citizen participation to use government services and builds trust in government.

This Emphasis provides an opportunity for the students to learn the theories, practices and skills relating to E-Governance and take initiatives for exploring new dimensions of E-Governance. E-Governance initiatives become functionally successful when they are complemented with understanding ethical, legal and technological issues relating to governance. All the initiatives of E-Governance need to be implemented within a time frame for the services to be effective for public and business users therefore a course on project management helps students in understanding the execution of the E-Governance initiatives.

c. E-GOVERNANCE EMPHASIS – GOALS

i. Develop an understanding of theories and practices of E-Governance
ii. Develop an understanding of cultural, ethical, legal & security issues relating to E-Governance
iii. Develop skills to identify, plan, implement and review the E-Governance initiatives for smart governance

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d. E-GOVERNANCE EMPHASIS – OBJECTIVES

i. Demonstrate an understanding of theories and practices of E- Governance Initiatives
ii. Assess the user requirements in the context of technological, cultural, ethical and legal perspectives
iii. Analyze the strategies for planning and implementing E- Governance projects
v. Evaluate strategies for optimal utilization of E-Governance initiatives

Electives – Choose Any Three

Code	Course	CREDITS	GENERAL COURSE CATEGORY	PREREQUISITE
EGV7110	E- Governance Theory and Practice	3	Elective and Protected course	CIS6001
EGV7111	Emerging Technologies for Smart Governance	3	Elective and Protected course	CIS6001
EGV7112	E- Governance Project Management	3	Elective and Protected	CIS6001
EGV7113	Security, Ethical and Legal Issues of E-Governance	3	Elective and Protected course	CIS6001
Total Credits Required in Emphasis on E-governance		**9**		

i. NEW ADMISSION ENTRY REQUIREMENTS

a. Direct admission

An applicant seeking admission for MBA Program is required to fulfill the following conditions:

i. Bachelor Degree Grades

a. A Bachelor's degree in Business discipline from an accredited institution in the UAE or its equivalent having a cumulative Grade Point Average (CGPA) of 3.0 (on a 4.0 point scale or its established equivalent)or
b. A Bachelor's degree in other than business discipline will be accepted but the applicant is required to undergo a MBA Qualifying program (MQP)
c. MQP courses cleared by non-business graduate students in any other University will also be accepted at SUC as per MQP TOC Policy. However the student needs to appear for a challenge exam.

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ii. English Language Proficiency Test (TOEFL/IELTS/PEARSON-Academic, Cambridge English: Advanced Test)

Prospective student is required to fulfill any one of the following requirements for admission:

a. A minimum score of 550 out of 677 on Institutional Test of English as Foreign Language (TOEFL) or a minimum score of 79 out of 120 on the Internet Based Test (IBT) of TOEFL or a minimum score of 213 on the Computer based TOEFL (certificates will be accepted upon verification by the ETS)
b. A minimum score of6.0 on International English Language Testing System (IELTS - Academic)
c. A minimum score of 50in the Pearson Test of English.
d. A minimum score of 162 in Cambridge English: Advanced Test of English Language.
e. A minimum score of B1-B2 in City & Guilds IESOL Test.

i. Following are the exceptions:

a. An applicant with an undergraduate qualification from an English-medium institution who can provide evidence of acquiring a minimum TOEFL score of 500 on the Paper-Based test, or its equivalent on another standardized test approved by the Commission, at the time of admission to his/her undergraduate program.

Note:
1. Higher Diploma is not accepted for admission into the MBA program at SUC
2. Qualifying English Proficiency Test is mandatory for all including native speakers
3. Institutional TOEFL / IELTS Score only from recognized testing centers or AMIDEAST is ACCEPTABLE. The TOEFL (IBT) certificates will be accepted upon verification by the ETS.

ii. PROVISIONAL ADMISSION

The Dean reserves the right to admit a student on Provision (e.g. special cases) where the student does not satisfactorily meet the admission criteria as per MOHESR. The number of students admitted on provision may not exceed 15% of the total intake. If a student is admitted on provision, the student must obtain a Grade Point Average (GPA) of 3.0 on a scale out of 4.0 upon successfully completing first 9 credits taken during the first semester of his/her study as well as not failing in any of the courses taken in the first semester of study, otherwise the SUC reserves the right to cancel the student's admission.

- **Case 1:** Students with CGPA 2.5 to 2.99 at the Business Undergraduate level may be admitted to the MBA program subject to the following:

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1. TOEFL score of 550 on the Paper-Based test, 213 on the Computer-Based, or 79 on the Internet-Based test, or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR), such as IELTS score of (6.0),Pearson Test of English Academic Score of 50, Cambridge English: Advanced score of 162or City & guilds IESOL Score of B1-B2may be admitted to the MBA program subject to the following:

    - May take a maximum of nine credit hours in the first semester or first two quarters of study
    - Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program
    - If either provision is not met the student will be dismissed

2. TOEFL score of 530 on the paper-based test, 197 on the computer-based, or 71 in the internet-based test or its equivalent using a standardized test approved by MOHESR may be admitted to the MBA program subject to the following:
    - Must achieve a TOEFL score of 550, or equivalent, by the end of the student's first semester of study
    - May take a maximum of six credit hours in the first semester or first two quarters of study, not including intensive English courses
    - Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program
    - If either provision is not met the student will be dismissed

b. **Case 2:**Students with CGPA 2.0 to 2.49 at the Business & Non-Business Undergraduate level and meet the English competency requirements as per SUC policy may be admitted to the MBA program subject to the following:

1. To qualify for MBA program admission a student must complete seven courses of MQP with minimum 'B' grade or take challenge exam (only for business graduates) in any of the seven courses and score minimum 'B' grade.
2. In case the student has already taken any of the MQP courses with the grade of 'B' or above at Undergraduate degree, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by the student and subject to approval as per SUC TOC Policy
3. Meets the English competency requirements as per SUC policy.
4. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program in the first semester or first two quarters.
5. If either provision is not met the student will be dismissed.

iii. MATURED ENTRY ADMISSION

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Students with CGPA 2.0 to 2.49 in the applicant's Undergraduate degree and meets the English competency requirements mentioned in section B (both business and non business discipline):

1. **Business Graduates**
   a. Must have 5 years of work experience after completion of Undergraduate degree.
   b. Such students will have to face a pre-enrollment personal interview with a designated committee to assess level of academic aptitude based on the grades of MQP related courses taken at the Undergraduate level as well as the recommendations by the Committee for joining the MBA Program
   c. Meets the English competency requirements as per SUC policy
   d. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program.
   e. If he fails in the interview then the candidate is recommended by the committee to:
      1. Challenge Exam
      2. MQP

2. **Non Business Graduates**

   a. Must have 5 years of work experience after completion of baccalaureate degree.
   b. Meets the English competency requirements as per SUC policy.
   c. Must complete the MQP requirement as per SUC policy mentioned in Section b Case 2.
   d. Must achieve an overall grade point average of 3.0 on a 4.0 scale, or its established equivalent, in the first nine credit hours of credit-bearing courses studied for the MBA program.
   e. In case, the student has already taken any of the MQP courses with the grade of 'B' or above at Non-Business Undergraduate degree, may be exempted from such courses provided an official transcript for evaluation at the time of admission is submitted by the student and subject to approval as per SUC TOC Policy

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 Program Coordinator and Dean upon carefully reviewing the course contents as per SUC TOC policy.

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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
ACC5001	ACCOUNTING PRINCIPLES & PRACTICE
ECO5002	ECONOMICS PRINCIPLES & PRACTICE
MAT5003	FUNDAMENTALS OF QUANTITATIVE METHODS
FIN5004	PRINCIPLES OF FINANCE
MGM5005	PERSPECTIVE ON 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.

MQP TOC Policy

i. TOC will be granted to courses with a grade C at the Undergraduate level with CGPA above 2.5
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 400/- (non-refundable) must be paid for evaluation

II. CHALLENGE EXAM

a. Business Management Background:
Student with a business background at the Undergraduate level having a CGPA of less than 2.5 will have to appear for challenge exam. However, courses in which the scores are above 'B' grade will be exempted from challenge exam.

Upon registration, the marketing officer will check and assess the transcript of the student with IRO. Student below 'B' grade in Business Undergraduate course can appear for challenge exam. Date and time of the exam will be confirmed at the time of admission.

b. Non- Business Management Background with MQP:
Student with non-business background who has completed MQP Program from an approved institution by MOHESR will have to take a challenge exam at SUC.

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Non-Business graduates with MQP from approved institutions by MOHESR will have to undergo a challenge exam at SUC

The guidelines for Business & Non-Business Challenge exam are as follows:

1. Needs to have a 'B' grade to successfully clear the challenge exam and join the MBA program without undergoing MQP.
2. Prospective student can take maximum of 2 challenge exams in the same day.
3. A handbook for each course of challenge exam will be provided to the student.
4. Student is required to pay **AED 650** per subject.
5. No Second Attempt will be given.
6. If the student fails to appear in the scheduled challenge exam, an additional fee of **AED 650 per subject** will be applicable for the new date.
7. If the Student fails to clear challenge exam, he has to undergo MQP and MQP fees will apply.

III. TRANSFER ADMISSION

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.

A maximum of 12 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 &
ACC6001	MANAGERIAL ACCOUNTING
ECO6001	MANAGERIAL ECONOMICS
MGM6001	HUMAN RESOURCES MANAGEMENT
MKT6001	MARKETING MANAGEMENT

Transfer admission students have to fulfill the following requirements /conditions:

1. 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

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e. Processing fee of AED 400/- (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 course contents mentioned in the CDP of the previous institution should match to a minimum of 75% of the SUC Syllabus of the corresponding course.
c. The student must attend a minimum of 24 credit hours of their study plan at SUC in other words, only up to 12 credits or 4 courses can be transferred to the program.
d. The credit hours completed must be equivalent or higher to the corresponding courses offered at SUC.
e. 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'.
f. 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.
g. 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.
h. A student enrolled for a regular batch is placed in the 1st or 2nd semester only after completing all the balance courses while student enrolled for a weekend batch will be placed in quarter 1 to 4 after completing balance courses.
i. Students of SUC may be permitted to pursue courses outside only in extreme circumstances with prior approval from Administration and Dean.
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)

2. 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:

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a. Accredited by the MOHESR, 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

IV. ADMISSION DOCUMENTS AND OTHER REQUIREMENTS

Candidates seeking admission in SUC are required to submit the following documents as applicable in the respective category:

a. Local Candidates With Own Visa

i. 2 Passport size colored photographs with (not Polaroid) white background and a digital copy.
ii. Passport Copy with minimum six months validity
iii. UAE National ID
iv. Attested copy of Bachelor's Degree Certificate (3 years and above) along with marks sheet (as applicable)
   1. For students from UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE.
   2. Students from foreign Universities operating in UAE and approved by the Ministry of Higher Education, UAE, and their certificates should be attested by the University & Ministry of Higher Education, UAE.
   3. Students from overseas universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
   4. All foreign certificates must have an equivalency certificate from the Ministry of Higher Education, UAE, at the time of admission or latest by before the completion of the semester.

v. Proof of English Language proficiency as per admission criteria such as TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet- Based test, IELTS score of (6.0) or Pearson Test of English Academic Score of 50-57 or Cambridge English Advanced Test score of 52 or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR).

vi. Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.

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vii. The following fees must be paid at the time of admission (**Weekday**): **(AED 6,000/-)** (Ref. Fee Structure Policy, Annexures)

- The following fees must be paid at the time of admission (**Weekend**): **(AED 6,000/- + AED 10,600/-).** (Ref. Fee Structure Policy, Annexures)

- In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required documents will be submitted within the stipulated time as agreed.
- Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission.

b. Candidates Living In UAE Seeking SUC Visa/Visa Letter/ Embassy Letter

i. 2 Passport size colored photographs (not Polaroid) with white background and a digital copy.
ii. Passport copy with minimum eight months validity.
iii. Attested copy of Bachelor's Degree Certificate (3 years and above) along with marks sheet i.e.
   1. Students from UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE.
   2. Students from foreign universities operating in UAE and approved by the Ministry of Higher Education-UAE, certificate should be attested by the University & private Department in Ministry of Higher Education – UAE.
   3. Students from overseas universities, certificate should be attested by the university, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.
   4. All foreign certificates must have an equivalency certificate from the Ministry of Higher Education, UAE, at the time of admission or latest by before the completion of the semester.
iv. Proof of English Language proficiency as per admission criteria such as TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet- Based test, IELTS score of (6.0) or Pearson Test of English Academic Score of 50-57 or Cambridge English Advanced Test score of 52 or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR).

v. Prospective students must bring their own electronic devices (laptop or ipad or tablets) for e-books to be downloaded.

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- The following fees must be paid at the time of admission along with 2 PDC's (Postdated cheques of AED 14,350/- each). (Ref. Fee Structure & Hostel Policy, Annexures)

vi. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time as agreed.

vii. Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission.

c. Visa Students (Overseas)

i. 2 Passport size colored photographs (not Polaroid) with white background and a digital copy.

ii. Passport Copy with minimum eight months validity.

iii. Police clearance certificate, if applicable

iv. Medical certificate from any registered hospital, if applicable

v. Attested copy of Bachelor's Degree Certificate (3 years and above) along with marks sheet i.e.

a. Students from UAE Universities, certificate should be attested by the university and Ministry of Higher Education, UAE.

b. Students from foreign Universities operating in UAE and approved by the Ministry of Higher Education, UAE, and certificate should be attested by the University & Ministry of Higher Education, UAE.

c. Students from overseas Universities, certificate should be attested by the University, Ministry of Higher Education, Ministry of Foreign Affairs and UAE Foreign Embassy from country of origin.

d. All foreign certificates must have an equivalency certificate from the Ministry of Higher Education, UAE, at the time of admission or latest by before the completion of the semester.

vi. Proof of English Language proficiency as per admission criteria such as TOEFL score of 550 on the Paper-Based, 213 on the Computer-Based, or 79 on the Internet- Based test, IELTS score of (6.0) or Pearson Test of English Academic Score of 50-57 or Cambridge English Advanced Test score of 52 or the equivalent score on another standardized test approved by the Ministry of Higher Education & Scientific Research (MOHESR).

vii. The following fees must be paid at the time of admission: **(USD 11,566/-)** (inclusive of TOEFL examination fee & books), (Ref. Fee Structure & Hostel Policy, Annexures)

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viii. In case of incomplete submission of documents provisional admission will be granted with an undertaking that the required details will be submitted within the stipulated time as agreed.

ix. Student personal details form with the country of residence telephone number is to be duly filled up at the time of admission.

VI. PLACEMENT TEST DETAILS FOR ADMISSION TO BBA & MBA PROGRAM

A. TOEFL/IBT

SUC provides opportunity for candidates to prepare for Institutional based TOEFL and a candidate may also appear for TOEFL exam at SUC as a center. SUC also helps candidates to prepare for IELTS Academic exam through their IELP courses. The following are the English proficiency details:

i. TOEFL – TEST: SUC is an authorized IBT center which conducts the TOEFL tests regularly according to the published calendar. The duration of IBT TOEFL test is 1 hour and 55 minutes. BBA students take Mathematics test before the TOEFL test. Generally, timings are 5:45PM – 6:45PM (Math Test) and 7:00PM – 9:00PM (TOEFL test). Students may opt for different dates for appearing TOEFL and Math tests.

ii. TOEFL TEST STRUCTURE: Test of English as a Foreign Language has 3 sections:

TEST STRUCTURE		
Listening comprehension	50 questions	30-40 minutes
Structure and written expression	40 questions	25 minutes
Reading comprehension	50 questions	55 minutes

a. **Section-1 (Listening Comprehension):** This section measures the ability to understand English as it is spoken in North America as given below:

   a. 3-4 mini talks, 60-90 seconds long with 3-5 questions each
   b. 2-3 extended conversations, 60-90 seconds long with 3 to 5 questions each

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c. 30-40 dialogues, 5-15 seconds long with 1 question each

b. **Section-2 (Structure and Written Expression):** This section measures the ability to recognize language that is appropriate for standard written English as given below:

   a. (1-15) 15 multiple choice questions based on the structure of the sentence
   b. (16-40) 25 questions – 4 parts of the sentence are underlined – incorrect one has to be chosen and the corresponding letter to be written on the answer sheet

c. **Section-3 (Reading Comprehension):** This section measures the ability to understand short passages similar in topic and style to academic texts used in colleges and universities, as given below:

   a. 5 passages from academic texts, 250-350 words each, with 10 questions per passage
   b. Most of the questions are multiple choices
   c. Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions

iii. SCORING: Scores for the listening and structure sections range from 31-68. For reading, the range is 31-67. The average of the three scores is taken and multiplied by 10, to give a total score of between 310 and 677. The students are required to get 500 to be eligible for the admission into BBA program and 550 for MBA program of SUC.

1. The IBT TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.
2. They must work to improve their knowledge of the English **language skills** that are covered on the paper version of the TOEFL test.
3. They must understand the **test taking strategies** that are appropriate for the paper version of the TOEFL test.
4. They must take **practice tests** with a focus on applying their knowledge of the appropriate language skills and test taking strategies.

iv. IMPORTANT INSTRUCTIONS

1. The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.
2. The students must not carry any food or drinks, no disturbance will be permitted while test is in progress, cellular phones and beepers must be handed over to the common room, there will be no rest break during the test.
3. Watch alarms, including those with flashing lights or alarm sounds, are not permitted.
4. The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.
5. Each section of the test has a time limit. As per the instruction of invigilator, during each time period, you may read or work only on the

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section of the test you are told to work on.

6. If one section is finished early, the students SHOULD NOT go on to the next section unless told by the Invigilator. Failure to follow this rule will be considered as cheating, and the scores will be cancelled.
7. The students have to answer the test questions in areas identified in section1, section 2 and section 3 on the answer sheet.
8. The students are solely responsible for marking answers properly on the answer sheet.
9. The students should not forget to write their Name, Student Number, Date of Birth, Native Country Code and Native Language Code in the answer sheet.
10. They have to completely fill the circle with a heavy, dark mark.

v. IDENTIFICATION

1. Students must provide their original, valid and signed passport in addition to their other I.D.
2. Students who wear a scarf or cover the face are required to uncover during the exam. The students face must be visible at all times during testing.
3. No other forms of identification will be accepted.

vi. STATIONERY REQUIRED

1. The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.
2. The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.
3. The students must carry a good quality of eraser.
4. Pencils and erasers will not be supplied by the SUC.

vii. CHEATING & UNACCEPTABLE BEHAVIOR: SUC has the full right to cancel the paper of anyone who:

1. Takes a test book or answer sheet from the testing room
2. Attempts to take the test for someone else
3. Gives or receives assistance during the test
4. Fails to follow instructions given by the Invigilator
5. Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet
6. Takes dictionaries, other books, notes or other devices into the testing room
7. Creates a disturbance or behaves inappropriately
8. Cpies test questions or answers
9. Malpractices in any other way

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b. ACADEMIC IELTS PREPARATORY COURSE

BBA - DIRECT [SCORE RANGE]						
IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL
>=5	>=500	>=61	>=173	>=36	41 - 46	B2

ADVANCED - AIPC [SCORE RANGE]						
IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL
4 - 4.5	425 - 499	39 - 60	117 - 170	29 - 35	32 - 40	B1

BASIC - AIPC [SCORE RANGE]						
IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL
3 - 3.5	350 - 424	21 - 38	67 - 110	24 - 28	-	A2

KET - [SCORE RANGE]						
IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL
<= 2.5	<=349	<=20	<=63	<=23	-	A1

MBA - DIRECT [SCORE RANGE]						
IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL
>=6	>=550	>=79	>=213	>=50	52 - 57	C1

ADVANCED - AIPC [SCORE RANGE]						
IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL
4 - 5.5	425 - 549	39 - 78	117 - 210	29 - 49	32 - 51	B1 OR B2

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BASIC - AIPC [SCORE RANGE]						
IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL
3 - 3.5	350 - 424	21 - 38	67 - 110	24 - 28	-	A2

KET - [SCORE RANGE]						
IELTS [ACADEMIC]	TOEFL - ITP	TOEFL - IBT	TOEFL - CBT	PTE-ACADEMIC	CAE	City & Guilds IESOL
<= 2.5	<=349	<=20	<=63	<=23	-	A1

1. **ADMISSION TO AIPC:** The IELTS preparation program at SUC is designed for two different levels **ADVANCED AIPC PROGRAM & BASIC AIPC PROGRAM** depending on the scores of the students as per the chart above.

i. **PROSPECTIVE BBA STUDENTS:** The Academic IELTS Preparatory Course (AIPC) and Mathematics Preparatory Courses are designed for students whose proficiency levels are inadequate to be accepted for admission into the BBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS or Mathematics preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 5.0 out of 9.0 bands for BBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below. (Scenarios 1, 2 and 3 help to understand the principle for placing a student in the IELTS preparatory program):

In case the student does not clear the English proficiency requirements as mentioned above, will be admitted to the AIPC which is designed and conducted for facilitating students to get admitted into BBA Program of SUC. The placement of the student in the course is determined on the basis of grades obtained in the TOEFL exams. The categories mentioned below will determine their placement in the AIPC. (Category A, B & C help to understand the principle for placing a student in the IELTS preparatory program):

1. **Scenario 1: If Student falls short of qualifying score in both English and Mathematics:** In this scenario, the student will undergo the AIPC and mathematics preparatory course to improve the skills in English and Mathematics respectively. The students in this scenario will not be allowed to join freshman level of BBA program (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section and scenario 3 for Mathematics requirements).

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2. **Scenario 2: If Student falls short of qualifying score in English but obtains qualifying score in Mathematics:** In this scenario, the student will undergo AIPC to improve English language skills towards meeting the admission requirements and will be exempted from taking mathematics preparatory course (for details on levels of placement, please refer to categories mentioned in preparation for English language skills section).

3. **Scenario 3: If Student falls short of qualifying score in math but obtains qualifying score in English:** In this scenario, students have to take the Mathematics preparatory course (MAT001 - Numeracy) to improve the mathematical abilities. Such students are eligible to be admitted into courses other than Mathematics at the BBA degree program on a simultaneous progression with the Mathematics preparatory course. Such students can progress up to Sophomore Level until they pass the Mathematics preparatory course with 60% marks. The courses available for provisional status admission are:

CODE	COURSES
CIS1001	Computer Skills-1
ENG1001	English Composition
ENG1012	Business Communication
GEN1001	General Study Skills
GEN1002	Community Services & Sports
HUM1001	Islamic Culture
HUM1002	Critical Thinking & Problem Solving

4. **Preparation for English Language Skills- Academic IELTS Preparatory Course (AIPC)**
For students who have passed the Mathematical ability test but have failed the English language proficiency test, the below mentioned categories will apply. However, prospective students who score below 350 in TOEFL are rejected by SUC.

   1. **Category A:** Students, who have scored between 351 and 424 in TOEFL (ITP) or equivalent score as per the conversion chart above, student will undergo a preparatory course in IELTS (Academic) for a period of one semester of Basic – AIPC and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards preparation for IELTS (Academic) during the semester. This is a non credit course.
   2. **Category B:** Students, who have scored between 425 and 499

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in TOEFL (ITP) or equivalent score as per the conversion chart above, student will be admitted into preparatory course in IELTS (Academic) for a period of one semester Advanced – AIPC. At the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll in BBA with a maximum of 2 courses of 3 credits each from freshman level (as shown in the table below). AIPC is a noncredit course.

CODE	COURSES	CREDITS
CIS1001	COMPUTER SKILLS-1	**3**
GEN1001	GENERAL STUDY SKILLS	**2**
GEN1002	COMMUNITY SERVICES & SPORTS	**1**
HUM1001	ISLAMIC CULTURE	**3**
MAT1001	BUSINESS MATHEMATICS	**3**

3. **Category C:** Students who cannot score a minimum of 5.0 in IELTS (Academic) admitted as per category A & B they will be allowed to re-register for AIPC (Basic or Advanced based on band) semester again. In this category, students can enroll into the freshman level (BBA) with an available 3 credit hour course if they score 4.0 and above in IELTS (Academic).

Note - 1: If the students fail to acquire the required level of English proficiency even after re-admission and wish to exit SUC will be awarded a transcript for the completed BBA level courses.

Note -2: Students who score between 475 and 499 in the entrance exam of TOEFL will be eligible to retake a TOEFL test without attending any preparatory course if they are confident of scoring 500 or above in the subsequent TOEFL test. However, applicable TOEFL exam fee will be charged. If students score 500 or above they will be admitted into the BBA program. If they are unable to score 500 in the latest attempt, they will be placed in AIPC (Basic or Advanced) depending on the latest TOEFL scores.

ii. **PROSPECTIVE MBA STUDENTS**

The Academic IELTS preparatory course (AIPC) course is designed for students whose proficiency levels are inadequate to be accepted for admission into the MBA Program of SUC. Preparatory courses are offered to those students who could not qualify placement test of SUC. The placement of the student in IELTS preparatory course is determined on the basis of grades obtained in placement exams. The qualifying score for admission is 6.0 out of 9.0 bands for MBA Program. Students who fail to obtain above qualifying scores are admitted into the preparatory courses as explained below.

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In case the student does not clear the English proficiency requirements as mentioned above, will be admitted to the AIPC which is designed and conducted for facilitating students to get admitted into MBA Program of SUC. The placement of the student in the course is determined on the basis of grades obtained in the TOEFL exams. The categories mentioned below will determine their placement in the AIPC. (Category A, B & C help to understand the principle for placing a student in the IELTS preparatory program):

1. **Category A:** Students who have scored between 351 and 424 in TOEFL (ITP) or equivalent score as per the conversion chart above, student will undergo a preparatory course in IELTS (Academic) for a period of one semester Basic AIPC and at the end of the course students will appear for IELTS (Academic) Exam. Their maximum number of contact hours will be dedicated towards AIPC. This is a non credit course.

2. **Category B:** The students who have scored between 425 and 529 in TOEFL (ITP) or equivalent score as per the conversion chart above, student will be admitted into a preparatory course in IELTS (Academic) for a period of one semester Advanced AIPC and at the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll in BBA with a maximum of 2 courses of 3 credits each from freshman level (as shown in the table below). AIPC is a noncredit course.

3. **Category C:** The Students, who have scored between 530 and 549 in TOEFL (ITP) or equivalent score as per the conversion chart above, student will undergo a preparatory course in IELTS (Academic) for a period of one semester Advanced and at the end of the course students will appear for IELTS (Academic) Exam. Such students will be allowed to enroll up to 6 credit hours in the first semester. They must achieve a semester average score of B (GPA 3.0 - 4.0) in the credit courses taken to continue the MBA program.

iii. IELTS TEST CENTRE AT SUC

Prospective students of SUC or general candidates appearing for IELTS Exam can register at ITC (IELTS Testing Centre) of SUC either in person or through online. ITC of SUC operates in liaison with CES –Centre for exam services. CES is an independent IELTS Test Centre-AE055 which has been established under the auspices of British Council to facilitate institutions. CES supports in developing the venue and its ancillary services. It organizes IELTS tests (both Academic and General Training) at regular intervals at SUC.

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iv. **IELTS EXAMREGISTRATION REQUIREMENTS**

a. 2 passport photographs with white background and a digital copy
b. A copy of valid passport / UAE National ID /UAE Labor card issued by the Ministry of Labor and Social Affairs along with a UAE driving license
   - Passport photo specifications:
     - Two identical passport size photographs
     - Not older than six months
     - Head should be fully shown - looking straight at the camera and without spectacles
     - Photos must have a blue or black background
     - You have to sign on the reverse of the photographs

v. **IELTS TEST DETAILS**

The Academic module of IELTS consists of four components.

a. Listening: The students are expected to listen to an audio recording produced by the native speakers of English .They listen to academic dialogues and monologues; non-academic dialogues and monologues. They are expected to answer the questions as they listen. Ten minutes are given at the end for the candidates to transfer the answers.

b. Academic Reading: The students have to read 3 passages on topics of general interest; one of these texts contains a detailed logical argument. They are expected to answer a variety of questions. 40 questions should be answered in one hour. No extra time will be given to transfer the answers.

General Training reading texts are taken from notices, advertisements, newspapers etc. Third section involves reading more extended texts.

c. Academic Writing: This module consists of 2 tasks. In task1, the students are expected to look at a diagram or a graph and present the information in their own words (150 words). In task 2, the students are assessed in their ability to present a solution to the problem, present and justify an opinion, compare and contrast evidence and evaluate and challenge ideas etc. They are expected to write in an appropriate style. (250 words).One hour is given for both the tasks.

General Training Writing: In task 1, candidates are asked to respond to a given situation with a letter requesting information or explaining the situation. In task 2 candidates are presented with a point of view and they are assessed on their ability to provide general factual information and present a solution.

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d. **Speaking:** In this module, the student is expected to introduce himself/herself in an oral interview. Later he/she has to talk on a particular topic for 2 minutes. The examiner gives the topic (and one minute is given for preparation).After that he/she has to participate in a discussion for 4-5 minutes. This module assesses the fluency, lexical resource, grammatical range, accuracy, and pronunciation of the students.

e. **On the test day:** Students should carry their original passport /labor card to the examination centre, without which they are not entitled to write the exam. The test announcements start at 8 am. Registration starts at 8.15 am. Exam starts at 9 am. Anyone who arrives late will not be admitted to the test.

Results declaration: Test Report Form (TRF) is published in a fortnight from the date of the test. Students can collect the TRF from the administration department of SUC. They can also check their results online using their candidate number. The TRF is valid for two years from the date of the test.

c. CITY AND GUILDS TEST

i. CITY &GUILDS IESOL TEST CENTRE AT SUC

Prospective students of SUC or general candidates appearing for City &Guilds IESOL test can apply at SUC. SUC in liaison with ConnecMe, Abudhabhi, facilitates the test takers to take the test at its campus.

ii. CITY & GUILDS IESOL TEST REGISTRATION REQUIREMENTS

- A copy of valid passport / UAE National ID
- Photos will be clicked before the commencement of the exam. This will be taken care by the examiners from ConnecMe.

iii. CITY & GUILDS IESOL TEST DETAILS

LISTENING: Listen twice to six short sentences: statement, explanation, description, instruction or question. identify: topic, purpose, context, speakers, gist, relationship between speakers, roles, functions, attitudes, feeling and opinions. Listen twice to a radio broadcast, talk, narrative, presentation, etc to identify specific information.

READING :Five short texts each with one gap testing layout, lexis, cohesive devices, coherence. One text with six sentences removed, eg topic sentence summarizing sentence, developing idea, emphasizing a point, opinion, contrast, sequence, forward and back reference, transition to new idea. Four short texts.

WRITING :produce a personal letter, a narrative or descriptive composition

Speaking : Part -1 - 2 minutes chose 5 questions from different topics. Part -2 : 2 minutes answering to the situations. Part -3 3 minutes discuss task sheet. Part 4 – 2 minutes follow up questions.

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iv. On the test day: Students should carry their original passport / Emirates ID, without which they are not entitled to write the exam.. Anyone who arrives late will not be admitted to the test.

v. Results declaration: The results are published in a fortnight from the date of the test. Students can collect the results from the administration department of SUC.

vi. ADMISSION FOLLOWED BY ORIENTATION :

City & Guilds test takers are given a brief orientation about the test format followed by a mock test. These guidance classes benefit the students in getting good exposure to the test format and also in understanding the skills of time management.

vii. TEST FORMAT :

The test format is clearly explained to them with the help of City & Guilds test Action PlannerCity & Guilds test Action Planneris made available to them on the official website of SUC.Action Planner B1 is meant for BBA students and Action Planner B2 is meant for MBA students.

viii. MOCK TEST :

During the mock test the students are given ample scope to experience the real test environment and the scores are given to them on request in a day or two.

ix. FINAL TEST :

The students appear for the final exam at SUC on the stipulated date. They receive their scores with in fifteen days.

x. RESULT ANALYSIS :

The results are analyzed and recorded systematically by the exam department this analysis gives a clear idea about their scores in each section.

xi. COUNSELING

After a thorough analysis of the results, the students are well counseled with the next course of actions. Upon achieving the qualifying score for admission to Degree programs, students are encouraged to take admissions in the Main Program. Non-qualifying students are counseled to take one of the following courses of action:

a. To reappear for the City & Guilds test
b. To appear for IELTS exam
c. To undergo IELTS training Program

To undergo Cambridge English: Preliminary (PET)

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d. MATHEMATICAL ABILITY TEST

SUC conducts a mathematical ability test in which an applicant is required to score a minimum of 60% passing score for placement into the BBA program.
Following are the exceptions for taking the SUC Mathematical Ability Test:

1. Students with a minimum SAT score of 500
2. Student holding diploma or transfer of credit from an accredited institution by MOHESR and having a grade "C" or above.

VII. INFORMATION ABOUT OTHER MOHESR APPROVED TESTS FOR ADMISSION TO BBA / MBA PROGRAM

A. PEARSON TEST OF ENGLISH ACADEMIC

Pearson Test of English Academic (PTE Academic) is a new, international, computer-based academic English language test. The test accurately measures the listening, reading, speaking, and writing skills of test takers who are non-native speakers of English and need to demonstrate their level of academic English proficiency.

Please refer http://pearsonpte.com/Testme/Documents/PTEA_Test_Taker_Handbook_EN.pdf

www.pearsonpte.com/resources/PTEAcademic/forms

B. CAMBRIDGE ENGLISH: ADVANCED

Cambridge English: Advanced, also known as Certificate in Advanced English (CAE) is accepted globally for study, work and immigration purposes. It is trusted and accepted by over 3,000 organizations as proof of high-level English language skills.

Please refer* http://www.cambridgeenglish.org/exams-and-qualifications/advanced/ *for further details.

VIII. CAMBRIDGE ENGLISH: PRELIMINARY (PET) FOR ENTRY INTO IELTS TRAINING PROGRAM

SUC offers Cambridge English: Preliminary (PET) Preparatory Course to those students whose competency in English language skills is not adequate either to appear for TOEFL exam or to take up Basic / Advanced AIPC. The registered students will undergo Cambridge English: Preliminary (PET) Preparatory Course. Upon the completion of this course, based on their performance, students will be directed either to Basic AIPC or Advanced AIPC.

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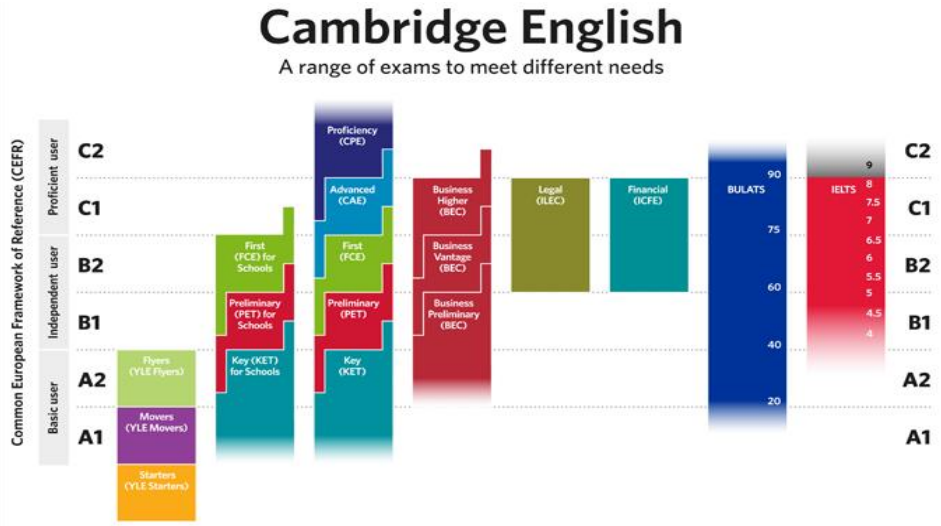
Common European Framework of Reference (CEFR equivalencies chart)



At the end of the course students will be given a Certificate clearly indicating the level they achieved on CEFR (Common European Frame work of Reference for Languages) scales. This Certificate is very useful if they plan to continue their English studies. Students will receive a Statement of Results. If their performance ranges between CEFR Levels B1 and A1, they will also receive a certificate. Pass with distinction (B1), Pass with Merit (A2), Pass (A2). If they do not pass, but still do reasonably well they are issued an A1 certificate. They might continue with IELTS Preparatory course.

Students can write the Cambridge English: Preliminary (PET) test at Skyline. Eton Institute , Dubai, conducts the exam at Skyline.

I. ADMISSION & ORIENTATION :

Students are given thorough orientation about the course, books, internal tests and the test format, mock exam and the final exam pattern etc.

II. COURSE CONTENT

1. Listening:
2. Reading
3. Writing:
4. Grammar
5. Vocabulary, Reading, Writing
6. Pronunciation
7. Spelling

a. PREPARATORY TEST :

During the Preparatory test the students are given ample scope to experience the real test environment and the scores are given to them on request in a day or two.

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b. FINAL TEST :

The students appear for the final exam at SUC / Eton Instituteon the stipulated date.

c. RESULT ANALYSIS :

The results are analyzed and recorded systematically by the exam department this analysis gives a clear idea about their scores in each section.

d. COUNSELING

Students with qualifying PET score for entry to the IELTS program are encouraged to take admission in the IELTS program. While those who do not qualify are counseled either for reappearing for the PET test or for repeating the PET preparatory course.

VIII. GUIDELINES FOR INTERNATIONAL STUDENTS VISA

Once an international student's documents are accepted as per admission policy of SUC a copy of provisional admission letter is sent to complete the formalities of travel documents and enable the candidate to send a request for visa. The Marketing Department sends the Student Visa Request Form to Administration. Administration Department after checking the documents forward the application to HRD/PRO to apply for the visa. After the visa has been issued, the HRD sends intimation to Marketing along with scanned copy of visa. Marketing Department will forward the scanned copy to student via email or fax.

MARKETING DEPARTMENT RESPONSIBILITY FOR INTERNATIONAL STUDENTS

A. BEFORE ARRIVAL

i. To send the International student handbook
ii. Inform student to make travel booking
iii. To seek flight details from the student (flight number, airport, arrival date and time) through e-mail at least 48 hrs prior to the scheduled flight.
iv. To forward the travel details to HRD/PRO and Sports department to ensure that original visa is deposited at the arrival airport in UAE on time, airport pick up and hostel is arranged.
v. To inform the student to carry all SUC correspondence (letter of admission or transfer evaluation) and items of identification (valid passport and visa copy).

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vi. To inform the student to look for the SUC Representative at the airport

B.AFTER ARRIVAL

i. To complete the admission process
ii. To conduct a campus tour
iii. To ensure that the student submits their original visa and passport to HRD in order to complete the permanent residence requirements

Please refer the "International Students Handbook" for further details.

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SECTION C

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I. 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.

II. MEMORANDUM OF UNDERSTANDING (MOU) - POLICY

Memorandum of Understanding is an agreement signed between SUC and the organization to have a long term relationship in the field of academic, community services and utilization of resource personnel for mutual benefits. SUC signs up MOU to offer academic/need based scholarships and are able to promote its programs, establish relationships and enroll students through this process. The MOUs are signed by the COEC/Dean. 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 SUC and the Second Party. The following are the categories with whom MOUs are being signed:

a. Government Bodies
b. Schools – Local & International
c. Local & International Agents
d. Corporate/Banks
e. Embassy/Consulate
f. Associations/Clubs/Church

The MOUs might also include other areas of cooperation / mutual benefits such as but not limited to:

a. Management Development Programs
b. Counseling Services And Workshops
c. Language Programs
d. Corporate Relations
e. Internship
f. Research and Consultancy

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III. MOU/SCHOLARSHIP FUND ALLOCATION POLICIES

The funds allocated for MOU/Scholarship varies for different categories as listed below. The fund is recommended by Marketing and Finance Departments to COEC which is then submitted for approval by BOG. The fund for corporate, government, embassies/consulates, and schools varies from AED 500,000 to AED 1,000,000 or as per approval and the newly implemented sports scholarship worth AED 100,000 for students who have shown excellent ability in sports prior to joining SUC & wish to fulfill their sports and academic ambition while pursuing their academic courses at SUC. This amount is duly approved by BOG. The duration of the utilization of funds is limited to a period of one year. If the allocated fund is utilized before the expiry of the agreement, an additional fund can be allocated for the remaining period of the agreement after duly approved by the BOG. However if the amount is not fully utilized within the period, the same amount cannot be carried forward next year thereafter new agreement has to be signed.

The process of utilization of scholarship fund begins with the letter of recommendation from the organization with whom MOU has been signed. The prospective student is entitled for 15% or 25% scholarship depending on his grades or on need base. The organization can also recommend the percentage of the scholarship to be awarded on need base. The MOU clearly defines the total allotted scholarship amount along with number of students who will be eligible for the award of 15% or 25% scholarship. In certain MOU's scholarship worth 50% may also be given and the same is awarded on recommendation of the head of the organization or the signatory of the MOU.

BREAK UP OF SCHOLARSHIP FUNDS								
SR#	SECTOR	AMOUNT (AED)	50 % SCHOLARSHIP		25 % SCHOLARSHIP		15 % SCHOLARSHIP	
			BBA	MBA	BBA	MBA	BBA	MBA
1	SCHOOL (INTERNATIONAL)	250,000.00	NA	NA	4	0	7	0
2	SCHOOL	500,000.00	2	0	6	0	11	0
3	GOV'T, CONSULATE & CORP.	500,000.00	2	2	3	3	6	6
4	GOV'T & CORP.	1,000,000.00	3	3	8	8	13	13

Note:

a) No scholarship will be carried forward to the next intake if unutilized.
b) 50% scholarship is only on merit basis.
c) Students with 50% scholarship must maintain GPA of 3.75 per semester otherwise will come under 25% category.
d) For TOC cases not more than 15% scholarship will be awarded even if no benefit of TOC is utilized

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BBA PROGRAM		MBA PROGRAM	
MARK	**SCHOLARSHIP**	**MARK**	**SCHOLARSHIP**
90% and above	50%	3.50 and above	50%
80% - 89%	25%	3.0 – 3.5	25%
70% – 79%	15%	2.5 – 2.9	15%

SPORTS SCHOLARSHIP	
INTERNATIONAL LEVEL	50%
DOMESTIC LEVEL	25%
SCHOOLS / CLUBS	15%

The prospective student needs to submit the following:

a. Copy of Transcript (High School for BBA & Degree for MBA)
b. Recommendation letter from the organization
c. Proof of Identity – passport copy or UAE National ID

The general guidelines governing scholarship are as follows:

a. Students enrolled into the course will have to complete the program. However, if he or she cancels in between, the total fees will be applicable and scholarship is withdrawn thus the student has to clear the complete outstanding fee before the release of any academic documents.
b. No encashment or transfer of scholarships is permissible.
c. Students seeking admission with transfer of credits in the BBA or MBA program will receive maximum 15% fee waiver only.
d. Academic qualification for a course must be achieved and the recipient of a scholarship must be prepared to commit him/herself to involvement in the respective SUC sports club.
e. The student with scholarship must represent SUC and only SUC in competition.
f. The student needs to consistently keep a satisfactory level of academic standing and other criteria which are:
    1. Documented (letter / recommendation) proof of competition category must be submitted on the time of admission.
    2. The student should not have any disciplinary proceedings against himself / herself.
    3. Performance of the student in particular game. A report from the coach will be preferred.
    4. Certificate (individual / team) won shall also be submitted.

IV. SCHOLARSHIP/FEE WAIVER POLICY

a. **BBA**

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PROSPECTIVE STUDENTS: Students who intend to join SUC for a full time BBA Program are termed as prospective students, a prospective student becomes eligible for the above scholarships only once the First Installment fee is cleared and students joins the program. Prospective students can avail scholarships in the under mentioned categories:

The fee waiver considered for students joining BBA program will be as follows:

BBA Fees - AED 156,000/-

SCHOLARSHIP / FEE WAIVER - BBA - 2016-2017				
LOCAL				
1. MERIT BASED				
QUALIFICATION	**PERCENTAGE**	**BBA FEES**	**FEE WAIVER**	**NET FEES**
UAE / ARAB BOARD				
90% and above	50%	156,000	**60,000**	96,000
80% - 89%	25%	156,000	**30,000**	126,000
70% – 79%	15%	156,000	**12,000**	144,000
INDIAN BOARD				
90% and above	50%	156,000	**60,000**	96,000
80% - 89%	25%	156,000	**30,000**	126,000
70% – 79%	15%	156,000	**12,000**	144,000
PAKISTAN BOARD				
90% and above	50%	156,000	**60,000**	96,000
80% - 89%	25%	156,000	**30,000**	126,000
70% – 79%	15%	156,000	**12,000**	144,000
IGCSE CURRICULUM				
90% and above	50%	156,000	**60,000**	96,000
80% - 89%	25%	156,000	**30,000**	126,000
70% – 79%	15%	156,000	**12,000**	144,000
AMERICAN CURRICULUM				
A++	50%	156,000	**60,000**	96,000
Grade A	25%	156,000	**30,000**	126,000
Grade B	15%	156,000	**12,000**	144,000

2. OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES			
PERCENTAGE	**BBA FEES**	**FEE WAIVER**	**NET FEES**
8.33%	156,000	**10,000**	146,000

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3. SIBLING			
PERCENTAGE	BBA FEES	FEE WAIVER	NET FEES
15.00%	156,000	**18,000**	138,000

4. INDUSTRY			
PERCENTAGE	BBA FEES	FEE WAIVER	NET FEES
4.20%	156,000	**5,000**	151,000

5. GOVERNMENT / BANK			
PERCENTAGE	BBA FEES	FEE WAIVER	NET FEES
UAE LOCAL APPLICANT - 10%	156,000	**12,000**	144,000
EXPATRIATE APPLICANT - 8%	156,000	**9,600**	146,400

7. MOU AGREEMENT - [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE/ GOVT / BANK / ASSOCIATIONS/SCHOOLS]& SPORTS			
PERCENTAGE	BBA FEES	FEE WAIVER	NET FEES
15%	156,000	**18,000**	138,000
25%	156,000	**30,000**	126,000
50%	156,000	**60,000**	96,000

INTERNATIONAL			
1. MOU AGREEMENT [SCHOOLS /SCHOLARSHIP BOARDS / AGENTS]			
PERCENTAGE	BBA FEES - USD	FEE WAIVER - USD	NET FEES - USD
15%	42,740	**4,930**	37,810
25%	42,740	**8,220**	34,520

****Subject to Approval***

Note: Adjustment of the fee waiver amount will be during the last two semesters

SCHOLARSHIP FOR MERIT STUDENTS– Students who are enlisted in the Dean's list after completion of one academic year will have to apply for the merit scholarship by completing the formalities availing scholarship. The scholarship award will be decided by the scholarship committee. For the details please refer to the student's handbook. However if the student has been granted a scholarship under any category, they will not be considered for any other waivers

.

b. **MBA**

The fee waiver considered for students joining MBA program will be as follows:

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CELEBRATING 26 YEARS ACADEMIC EXCELLENCE 1990 2016

MBA Fees– AED 92,000/-

SCHOLARSHIP / FEE WAIVER - MBA - 2016-2017			
LOCAL			
1. SUC UG STUDENT			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
15.00%	92,000	**9,450**	82,550
2. SIBLING			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
15.00%	92,000	**9,450**	82,550
3. INDUSTRY			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
7.94%	92,000	**5,000**	87,000
4. GOVERNMENT / BANK			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
UAE LOCAL APPLICANT - 10%	92,000	**6,300**	85,700
EXPATRIATE APPLICANT - 8%	92,000	**5,040**	86,960
5. MOU AGREEMENT [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE/ GOVT / BANK / ASSOCIATIONS]			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
15%	92,000	**9,450**	82,550
25%	92,000	**15,750**	76,250
50%	92,000	**31,500**	60,500
6. MERIT BASED			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
10.00%	92,000	**6,300**	85,700
REQUIREMENTS		**1.** CGPA OF 3.5 & Above	
7. NEED BASED			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**

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6.35%	92,000	**4,000**	88,000
REQUIREMENTS		**1.** Upon approval from Committee Member	
INTERNATIONAL			
1. MOU AGREEMENT [SCHOOLS /SCHOLARSHIP BOARDS / AGENTS]			
PERCENTAGE	**MBA FEES - USD**	**FEE WAIVER - USD**	**NET FEES - USD**
15%	25,205	**2,590**	22,615
25%	25,205	**4,315**	20,890

Subject to Approval
Note: Adjustment of the fee waiver amount will be during the last two semesters

C. REFUND POLICY– BBA

I. Non- Visa Student

1. Degree Main Program

a. **Application & Registration fee** – AED 1,000/- Non-refundable / Non transferable
b. **First Installment Fee** – AED 5,000/-
   i. AED 5,000/- refundable before the commencement of the program the student has enrolled.
   ii. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give TOEFL exam or result is still awaited.
   iii. If the student wishes to postpone to the next intake before commencement of the batch, 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 AED 1,500/- as postponement fee and new fee structure will apply. [not applicable for visa, visa-embassy letter & international students]
   iv. Postponement fee for the existing/current students is AED 2,000/-.
   v. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances
   vi. If the student transfers his registration to the next intake and decides to cancel his registration in such cases no refund will be applicable on the first installment fees.
   vii. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.

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c. **Tuition Fee**
   i. The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

d. **Scholarship/Fee Waiver/Recommendation**
   i. If student is on any scholarship/waiver, the same is applicable only if 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 release of any academic & non-academic documents.

e. **Hostel**
   i. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.

f. **Transportation**
   i. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

2. MAIN PROGRAM & FOUNDATION PROGRAM [AIPC]

a. **Application & Registration fee –**AED 1,000/ - (Non-refundable / Nontransferable)

b. **First Installment Fee –** AED 5,000/- [Applicable towards the Degree Program]
   i. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
   ii. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- will not be refunded
      1- If the student wishes to postpone to the next intake before the commence of the batch, 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 AED 1,500/- as postponement fee and new fee structure will apply.
      2- If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.
   iii. **FAIL:** If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. However, new fee structure will apply for the main program.
   iv. **FAIL:** If a student fails the TOEFL/IELTS exam and wishes to discontinue before the commencement of the class, the First Installment fee of AED 5,000/- can be refunded. Once the class has started no refund applicable.

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c. **Tuition Fee**

i. The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

II. VISA STUDENTS – LOCAL / VISA-EMBASSY LETTER CASE FROM SUC

1. DEGREE MAIN PROGRAM

a. **Local Visa Case**

i. Application & Registration fee – AED 1,000/ - Nonrefundable / Non transferable
ii. First Installment Fee – AED 5,000/- Nonrefundable / Non transferable
iii. Visa Fee – AED 6,000/- Nonrefundable / Non transferable
iv. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the Application & Registration fee (AED 1,000/-) + AED 500/- as service charges and refund the remaining fees.
v. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the Application & Registration fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded
vi. 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 & Registration fees & First Installment fees.
vii. Visa charges are fully non-refundable once visa is filed to Immigration Authorities (subject to change as per Government rules and regulations). Postponement to the next intake will not be allowed.
viii. If a registered student wants to postpone to next succeeding intake before his arrival in UAE, visa postponement charge of AED 2,500/- and new fee structure will apply. In case student fails to arrive in the country within stipulated validity of the visa, then the postponement charge along with visa re-application fee of AED 500/- and new fee structure will apply.
ix. 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 release of any academic & non-academic documents
x. 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.
xi. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

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b. Visa-Embassy Letter Case

i. Application & Registration fee – AED 1,000/ - Nonrefundable / Non transferable
ii. First Installment Fee – AED 5,000/- Nonrefundable / Non transferable
iii. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.
iv. In case, when 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 cancelled and no refund of first semester fees
v. If the visa is rejected and 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.
vi. 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 release of any academic & non-academic documents
vii. 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.
    1. Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
    2. 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.
viii. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

c. Scholarship/Fee Waiver

i. 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 release of any academic & non-academic documents

d. Hostel

i. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

e. Transportation

i. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

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2. FOUNDATION PROGRAM [AIPC]

a. **Application & Registration fee –** AED 1,000/ - (Nonrefundable / Nontransferable)
b. **First Installment Fee –** AED 5,000/- [applicable towards the Degree Program]
   i. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
   ii. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded
      1. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
      2. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.
   iii. **FAIL:** If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.
   iv. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, no refund applicable.

c. **First Cheque Payment: AIPC Program + Math Crash Course**

   i. In case, the student fails any of the placement tests, first cheque payment will be adjusted towards the fee for the Foundation program. It could be Foundation for English proficiency (AIPC) or Math or both. The student will have to pay the First installment fee of the Main Program.

III. VISA STUDENTS – INTERNATIONAL

1. Degree Main Program

a. **First Installment Fee**
   BBA–USD 3,561/- Non-refundable / Non-transferable

b. **Visa Fee** – **USD 1,645/-** Non-refundable / Non-transferable

   i. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.
   ii. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the first installment fee &

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visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded

iii. 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.

iv. Visa charges are non-refundable once 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 before his arrival to the country, visa postponement charge of **USD 685/-** . In case the student fails to arrive in the country within the stipulated period of the visa, then the postponement charges along with the visa re-application fee of **USD 140/-** will apply.

c. Tuition Fee

i. 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.

ii. The first installment fee can be transferred to one subsequent intake only before the arrival of the student in the country, if student officially fills-up postponement form with applicable fee. However, new fee structure will apply.

iii. Once the student has come & attended the class, no postponement will be allowed.

iv. If the student fails the TOEFL exam and wishes to discontinue, the University will retain the first installment fee along with visa and TOEFL exam fee and refund the remaining amount (passport guarantee & hostel deposit).

d. Scholarship/Fee Waiver

i. 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 release of any academic & non-academic documents.

e. Hostel

i. Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete academic year.

f. Transportation

ii. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

2. FOUNDATION PROGRAM [AIPC]

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i. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
ii. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of USD 3,561/- will not be refunded.

1. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
2. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

iii. **FAIL:** If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.
iv. **AIPC Program + Math Crash Course -** In case, the student fails any of the placement tests, first installment payment will be adjusted towards the fee for the Foundation program. It could be Foundation for English proficiency (AIPC) or Math or both. The student will have to pay the First installment fee of the Main Program on completion of the Foundation Program.

d. **REFUND POLICY– MBA**

I. Non- Visa Student

1. Degree Main Program

a. Application & Registration fee – AED 1,000/- Non-refundable / Non transferable

b. First Installment Fee – AED 5,000/-

i. AED 5,000/- refundable before the commencement of the program the student has enrolled.
ii. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give TOEFL exam or result is still awaited.
iii. If the student wishes to postpone to the next intake before the commencement of the batch, 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 AED 1,500/- as postponement fee and new fee structure will apply. [not applicable for visa, visa-embassy letter & international students]
iv. Postponement fee for the existing / current students is AED 2,000.-
v. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances

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vi. If the student transfers his registration to the next intake and decides to cancel his registration in such cases no refund will be applicable on the first installment fees.
vii. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.

c. Tuition Fee

i. The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

d. Scholarship/Fee Waiver/Recommendation

i. If student is on any scholarship/waiver, the same is applicable only if 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 release of any academic & non-academic documents.

e. Hostel

i. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.

f. Transportation

i. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

2. MAIN PROGRAM & FOUNDATION PROGRAM [AIPC]

a. Application & Registration fee –AED 1,000/ - (Non-refundable /
Nontransferable)

b. First Installment Fee – AED 5,000/- [Applicable towards the Degree Program]

i. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.
ii. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- will not be refunded
   1- If the student wishes to postpone to the next intake before the commencement of the batch, 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 AED 1,500/- as postponement fee and new fee structure will apply.
   2- If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.
iii. **FAIL:** If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be

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transferred to the degree program. However, new fee structure will apply for the main program.

iv. **FAIL:** If a student fails the TOEFL/IELTS exam and wishes to discontinue before the commencement of the class, the First Installment fee of AED 5,000/- can be refunded. Once the class has started no refund applicable.

c. Tuition Fee

i. The tuition fee will be calculated till the date of official cancellation by the student or their guardian

II. VISA STUDENTS – LOCAL / VISA-EMBASSY LETTER CASE FROM SUC

1. DEGREE MAIN PROGRAM

a. **Local Visa Case**

i. Application & Registration fee – AED 1,000/ - Non refundable / Non transferable
ii. First Installment Fee – AED 5,000/- Non refundable / Non transferable
iii. Visa Fee – AED 6,000/- Non refundable / Non transferable
iv. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the Application & Registration fee (AED 1,000/-) + AED 500/- as service charges and refund the remaining fees.
v. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the Application & Registration fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded
vi. 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 & Registration fees & First Installment fees.
vii. Visa charges are fully non-refundable once visa is filed to Immigration Authorities (subject to change as per Government rules and regulations). Postponement to the next intake will not be allowed.
viii. If a registered student wants to postpone to next succeeding intake before his arrival in UAE, visa postponement charge of AED 2,500/- and new fee structure will apply. In case student fails to arrive in the country within stipulated validity of the visa, then the postponement charge along with visa re-application fee of 500/- and new fee structure will apply.
ix. 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 release of any academic & non-academic documents

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x. 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.
xi. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

b. Visa-Embassy Letter Case

i. Application & Registration fee – AED 1,000/ - Non refundable / Non transferable
ii. First Installment Fee – AED 5,000/- Non refundable / Non transferable
iii. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.
iv. In case, when 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 cancelled and no refund of first semester fees
v. If the visa is rejected and 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.
vi. 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 release of any academic & non-academic documents
vii. 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.
    1. Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
    2. 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.
viii. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

c. Scholarship/Fee Waiver

i. 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 release of any academic & non-academic documents

d. Hostel

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i. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

e. Transportation

ii. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

2. FOUNDATION PROGRAM [AIPC]

a. Application & Registration fee – AED 1,000/ - (Non refundable / Non transferable)

b. First Installment Fee – AED 5,000/- [applicable towards the Degree Program]

i. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

ii. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded

1. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
2. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

iii. **FAIL:** If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.

iv. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, no refund applicable.

c. First Cheque Payment: AIPC Program

i. In case, the student fails the placement test, first cheque payment will be adjusted towards the fee for the Foundation program. The student will have to pay the First installment fee of the Main Program.

III. VISA STUDENTS – INTERNATIONAL

1. Degree Main Program

a. First Installment Fee

MBA–USD 5,041/- Non refundable / Non transferable

b. Visa Fee – **USD 1,645/-** Non-refundable / Non-transferable

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i. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.
ii. 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. Rest of the fees (Passport Guarantee & 1stCheque Payment) will be refunded
iii. 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.
iv. Visa charges are non-refundable once 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 before his arrival to the country, visa postponement charge of USD 685/- . In case the student fails to arrive in the country within the stipulated period of the visa, then the postponement charges along with the visa re-application fee of USD 140/- will apply.

c. Tuition Fee

i. 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.
ii. The first installment fee can be transferred to one subsequent intake only before the arrival of the student in the country, if student officially fills-up postponement form with applicable fee. However, new fee structure will apply.
iii. Once the student has come & attended the class, no postponement will be allowed.
iv. If the student fails the TOEFL exam and wishes to discontinue, the University will retain the first installment fee along with visa and TOEFL exam fee and refund the remaining amount (passport guarantee & hostel deposit).

d. Scholarship/Fee Waiver

i. 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 release of any academic & non-academic documents.

e. Hostel

i. Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete academic year.

f. Transportation

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i. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

2. FOUNDATION PROGRAM [AIPC]

i. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

ii. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of USD 5,041/- will not be refunded.

1. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
2. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

v. **FAIL:** If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.

vi. AIPC Program - In case, the student fails the placement test, first installment payment will be adjusted towards the fee for the Foundation program. The student will have to pay the First installment fee of the Main Program on completion of the Foundation Program.

MQP MBA REFUND POLICY (IN AED)

a. **Application & Registration fee** – AED 1,000/ - (Non refundable / Non transferable)

b. **First Installment Fee** – AED 5,000/- [Applicable towards the Degree Program]

c. **PASS:** If a student successfully passes the MQP Program and wishes to join the degree program the first installment fee will be transferred

d. **PASS**: If a student successfully passes the MQP Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- will not be refunded

e. 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 AED 1,000/- as postponement fee and new fee structure will apply.

f. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

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g. **FAIL**: If a student fails the MQP Program and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.
h. **FAIL**: If a student fails the MQP Program and wishes to discontinue no refund applicable.

e. **MQP MBA REFUND POLICY (IN USD)**

a. **First Installment Fee** – USD 5,041/- [Applicable towards the Degree Program]
b. **PASS**: If a student successfully passes the MQP Program and wishes to join the degree program the first installment fee will be transferred
c. **PASS**: If a student successfully passes the MQP Program and does not wish to continue with the degree program, the first installment fee of USD 5,041/- cannot be refunded
d. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
e. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.
f. **FAIL**: If a student fails the MQP Program and wishes to repeat the course, the first installment fee of USD 5,041/- will be transferred to the degree program. New fee structure will apply.
g. **FAIL**: If a student fails the MQP Program and wishes to discontinue, no refund applicable.

V. HOSTEL POLICY

SUC has hostel building located in the campus for male students with a capacity of 22 rooms, kitchen facility, laundry room, common room, warden's room etc. Recreation room with television and computer with internet facility is also provided to the inmates. 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. Each room has a small working kitchen. The hostel can accommodate 44 male students. Admission to the hostel is strictly based on first come first serve basis. First preference is given to the international students who are on SUC visa. SUC has tie up with furnished apartments in Sharjah to provide hostel facilities to the female students. Skyline has authorized staff member and furnished apartment staff members to manage the students. The apartments are fully furnished with provision for self-cooking. Maintenance and housekeeping are managed by the Management. The policies of the furnished apartment accommodation contribute to the healthy environment, commitment and discipline among the students. The student has to stay for a minimum period of 1 academic year from the date of joining the Hostel and will be renewed subject to approval. Hostel Facility is mandatory for students availing the SUC Visa. However the exception is for student who has a local guardian in UAE in which case the student can stay with the local guardian after following documents have been submitted:

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i. Local guardian passport copy & emirates id
ii. Tenancy contract (in the name of the local guardian)
iii. No objection letter from the parent stating that they have no objection in their ward staying outside the hostel with the local guardian and defining the relation.

The hostel fee is $480 (AED 1750/-) per month and has to be paid quarterly in advance along with refundable deposit of $275/- (AED1000/-). Students staying in hostel outside SUC campus have to pay transportation fee as per the student transport policy.

For more details on rules, discipline hostel policy has to be referred.

VI. STUDENT TRANSPORT POLICY

SUC has an agreement with "M/S Swiftline Transport" to provide transportation facility to the students of SUC.

Students who wish to avail transportation should approach the Finance Department and duly fill up the registration form whereby the student mentions the place of boarding (if, possible any landmarks near the boarding location). Student will be picked up from their designated places by the drivers at the intimated timings. Students have to make sure that they report to the designated stops earlier than the timings given to them. The drivers

under no circumstances will wait for a student. Students will be given the contact numbers of the drivers so that co-ordination and further contacts can be made by the student directly with the drivers. Students should inform the Finance Department before the month ends if he/ she want to discontinue the facility.

Transportation fees should be remitted to the Finance Department on or before the 10th of each month upon which a bus pass is issued which has to be carried by the student. Transport fee is charged for the calendar month. If a student's wishes to cancel transport service in middle of a month, there will be no refund. The bus pass has to be shown to the bus driver or the supervisor designated by SUC. After the due date if the students do not comply by paying their transport fees, the transport facilities will be discontinued for such students. In the event a student not being picked up, the student has the right to claim conveyance allowance (on submission of the taxi bill) from the designated boarding point to SUC, provided the fee for the month is paid and verified by the bus driver that the student was not picked up due to some lapse.

The buses will depart at the stipulated time from SUC and student must ensure to board the bus on time. If the student fails to adhere to the timing it is the sole responsibility of the student and SUC is not responsible.

The student should always behave in an orderly manner causing minimal inconvenience to the other students. Any dispute in the bus or regarding transportation will be referred to the Finance department and the designated staff will try to reach an amicable solution. Any unruly acts in the college transportation will result in expulsion of the student from the vehicle and the facilities will be terminated till a further decision on the matter is decided.

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The rates for the transport for AY 2016 – 2017 is as follows:

TRANSPORT RATES AY 2016-2017		
SR	**AREA**	**RATES**
1	**EMIRATES HILLS**	**650**
2	**EMIRATES GREENS**	**650**
3	**EMIRATES MEADOWS**	**650**
4	**EMIRATESGARDENS**	**650**
5	**UMM SEQUIM 2**	**500**
6	**JUMEIRAH**	**500**
7	**AL SAFA**	**500**
8	**MIRDIFF**	**500**
9	**DEIRA**	**475**
10	**KARAMA**	**475**
11	**BURDUBAI**	**475**
12	**SATWA**	**475**
13	**QUSAIS**	**425**
14	**SHARJAH AREAS**	**425**
15	**AJMAN AREAS**	**450**

VII. STUDENT VOLUNTEER PAYMENT POLICY

The Marketing Department recruits student volunteers to do specific time related job outside the campus where the remuneration will be as follows:

AREAS	DURATION	AMOUNT
DUBAI, SHARJAH, AJMAN, UAQ	4 HOURS	AED 125/-
ABU DHABI, ALAIN, FUJAIRAH, KHORFAKKAN	4 HOURS	AED 175/-
DUBAI, SHARJAH, AJMAN, UAQ	8 HOURS	AED 250/-
ABU DHABI, ALAIN, FUJAIRAH, KHORFAKKAN	8 HOURS	AED 350/-

i. Marketing Dept. will inform the HRD, Finance the nature and time schedule of job and the list of students needed for the execution of the job.
ii. Payment requisition will be raised by the Marketing Department upon receiving the reports from the students assigned for the task.
iii. Remuneration includes the meal expenses
iv. The Marketing Dept. will inform the requirement of the transportation to the Finance Department in advance. If transportation is not provided by SUC conveyance reimbursement will be as follows:

AREAS	AMOUNT
SHARJAH (TO AND FRO)	AED 50/-

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AJMAN (TO AND FRO)	AED 75/-
DUBAI (TO AND FRO)	AED 100/-

VIII. STAFF ALLOWANCES - LOCAL AND INT'L TRAVEL POLICY

i. POLICY ON ALLOWANCES DURING INTERNATIONAL TRIPS

This policy documents the staff's allowances during the overseas travel.

1. AIR TICKET

To and fro air ticket from the origin to the destination will be arranged by SUC. Any travel within the destination country will need to be planned in advance and the same will be booked by SUC. In case of any potential leads or opportunities are available the marketing officer can inform the HOD and take necessary approval before proceeding to the unplanned destination.

a. EXCESS BAGGAGE

Staff carrying promotional materials will be paid for the extra baggage; amount incurred for customs duty etc will be reimbursed on settlement of bills.

b. AIRPORT TRANSFERS

Airport transfers locally will be arranged by SUC or settlement of conveyance will be done. Transfers from airport to destination hotel will be arranged by the staff and the same will be reimbursed to staff on settlement of bills.

2. ACCOMODATION

The marketing officer visiting the international markets for the development of market will be provided with boarding and lodging accommodation that will help build the brand image and provide decent environment to conduct business presentations and meeting. Generally marketing officer is allowed for 4 star hotel reservations and in case of non availability may go up to 5 star.

3. COMMUNICATION ALLOWANCE

The marketing staff during overseas travel needs to make considerable telephone calls for meeting his trip objectives and will have to rely on the below mentioned:

a. The option for purchase of local SIM cards
b. Recharge cards, in case of having local SIM cards
c. Use of laptops for communications.

Any option chosen by the marketing staff should have proper supporting documents which need to be submitted to the finance department for

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reimbursements. Since the usage cannot be quantified, the marketing staff needs to be judicious in their spending.

4. LOCAL CONVEYANCE IN THE DESTINATION COUNTRY

Since it's difficult to predetermine the travel requirements in an overseas trip, the travel plan for the marketing staff should include the detailed itinerary of:

a. Detail list of long distance travel that are to be done in that country
b. Travel to be done by Air
c. Other modes of transportation
d. Local transportation at actual will be reimbursed where ever applicable if in some countries bills are not given than the marketing officers report will be considered as the basis for reimbursements
e. Provision for contingencies
   - Where the need to visit other areas and conveyance expenses need to be incurred.
   - In such cases the marketing staff needs to notify the office to justify and incur such expenses.
f. Renting of cars in destination country
   - Where the need arises that the staff needs to hire a car which would be more economical, prior approval would be required to engage such services.
g. Tentative cost of travel to be outlined in the budget.
   - A separate attachment with possible detailing of all travels which would help in identifying the total cost of travel.

The conveyance expenditure and mode of transport for each country varies, the marketing staff takes note of this variation while making the travel plan.

The marketing staff during overseas travel is given only the per diem, which would take care of only his basic necessities. In such situations the conveyance cost for marketing staff that are met, are to be reimbursed on return with supplementary notes detailing the list of travel to areas concerning the marketing visits.

PER-DIEM

SR	GRADE	UAE	GCC	AFRICA	SARC COUNTRIES	CHINA	OTHER ASIAN COUNTRIES	RUSSIA	EASTERN EUROPE	WESTERN EUROPE	NORTH AMERICA	SOUTH AMERICA [LATIN
[AMOUNT IN AED]												
1	20 AND ABOVE	225	350	350	350	400	350	450	400	475	550	400
2	14 TO 19	200	300	300	300	350	300	350	350	400	500	350

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3	12 TO 13	175	250	250	250	300	250	300	300	350	450	300

NOTE:

1. Accommodation will be provided by SUC
2. Air travel, if applicable will be provided by the university as per the policy of SUC
3. Above rates are inclusive of meals, cost of transportation within and outside UAE / conveyance to and fro from airports / communication costs.
4. Extra luggage carried by the staff for university purpose will be arranged by SUC or reimbursed on actual by producing supporting.

PROCEDURE:

1. Duly filled & approved travel leave form from HRD.
2. Complete budget and plan for the visit to be submitted to finance department after approval of COEC.

ii. **POLICY ON CONVEYANCE ALLOWANCE FOR LOCAL TRIPS**

This policy applies to internal travel arrangements within the emirates for marketing staff during business work (e.g. School presentations, conferences, seminars, press conferences etc.)This is done by analyzing the work related travelling and frequency per staff. This will give an idea of the financial implication on the cost to SUC.

All visits by the marketing staff needs to be planned and the itinerary for the same needs to be logged for summarizing the total visits made by each staff.

For the purpose of financial computations, the areas are divided with respect to the emirates and an amount is allocated for each area. The summary of trips done is forwarded to the finance department for payment.

The Finance Department prepares a chart of conveyance amount applicable for different areas.

SR	CATEGORIES	[IN AED]
1	MARKETING ACTIVITIES WITHIN SHARJAH/AJMAN [subject to 10 visits]	300
2	MARKETING ACTIVITIES WITHIN DUBAI [subject to 5visits]	350
3	MARKETING ACTIVITIES IN OTHER EMIRATES	250

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1. The marketing staff will have to provide details of each visit as per the above mentioned tables. The same needs to be duly approved before the same is submitted to finance for reimbursements.
2. If the number of schools / colleges visited under the above categories does not meet the set number of schools / companies, the payment will be made on pro-rata basis.
3. Per Diem allowances covers fuel , car cost, meal expenses and Salik

IX. INCENTIVE SYSTEM MARKETING

The Incentive system for the Marketing, Admission & PR Department for both BBA and MBA Program is to primarily enhance commitment level and contribution of each individual in the department, and encourage them to work towards providing better services to our prospective students as well as improving the overall performance of the department as a whole. The primary object of such implementation is to increases individual's commitment towards increasing the enrollments in each intake at both BBA and MBA. This also gives a sense of responsibility to keep a track and follow up of the students enrolled by individuals for a particular intake till the student starts his/her classes.

Money is a motivator for every individual and if linked with performance gives desired results, but for an educational institution this motivator can possibly becoming a disadvantage if not implemented carefully with proper check keeping in mind that we do not sell products but instead are responsible for imparting knowledge to young generation and helping them make a meaningful future for themselves by delivering quality of education as well as right information from the time they enter at SUC till their graduation

Organization vision, mission, goals and objectives are also and important attribute which needs to be kept in mind while linking commercial aspects to a department who operations are very sensitive as it is the first point of contact for anyone who wishes to enroll with us.

I. Incentive Structure:
   Definition of Incentive: As the Marketing, Admission & PR Department sets targets for BBA and MBA Programs for both Arab and Non-Arab markets and both office follow a similar pattern right from start till the end which includes it basic functioning, planning, media planning, visits, budgeting, costing etc, and finally enrolling a student to SUC by giving them the right and reliable inputs. We believe it would be wise to implement a collective structure for the department as a whole which would be a consolidated amount of money to be credited to the account of Marketing, Admission & PR Department. for each enrollment materialized so that everyone feels a part of a team and work together towards achieving their targets collectively. Finally this consolidated amount is credited to the department which would be sub divided into individuals as per the below structure.

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Total Proposed incentive per enrollment: AED 500/- to AED 800/-
(Applies to Both BBA and MBA)

CURRENT STAFF MARKETING & REGISTRATION AY 2016-17			
S.NO	INCENTIVE IN AED 16-17	DEDUCTION CANCELATION IN AED 16-17	DEDUCTION POSTPONMENT IN AED 16-17
1	AED 500/- to AED 800/-	200	100

II. System of Payment:

a. Each enrolled student has to attend minimum of 2 week of classes and paid fees as per SUC fee payment policy.

b. The Marketing & Registration Department gets eligible for incentive only once the students pays the registration fees and collects the letter of admission and invoice from the university, this is irrespective of the level which he/she joins i.e. main degree program or AIPC (IELTS) foundation program, however if the students starts for foundation program, only 40% incentive will be paid remaining 60% payment will be made once they join the main program after clearing foundation program as per the policy and admission criteria of SUC, if the students for any reason does not join the main program the remaining 60% payment will be forfeited.

c. The marketing incentive is fixed between AED 500/- to AED 800/-(minimum of AED 500/- and maximum of AED 800/-). The amount between these ranges will be fixed depending on the overall performance of the department not limited to registration but overall development and contribution towards the development of SUC. The individual registration of students will be one of criteria to evaluate the department and the individual contribution

d. If the commission for a student is being given to any local UAE agents, then the Marketing & Registration staff will be eligible for only for 50% of the incentive amount fixed per student.

e. The enrollment figures fixed for each category cannot be compensated for each other.

f. If any staff leaves the organization, the incentives accrued at the time of leaving will be forfeited in full.

III. Payment Schedule:

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INTAKE	DUE
May 2016	30 days after closing of the batch
Sep 2016	30 days after closing of the batch
Jan 2017	30 days after closing of the batch

a. The payment will be calculated on overall performance basis and would have negative effect if there are cancellation or postponement recorded for students who either did not join the program (cancelled/postponed) after paying the due registration fees or if they (cancelled/postponed) before the start of the classes in each intake. This will negatively affect the incentives and will have dual affect to the whole department, for which the following would apply intake by intake:

   i. The department as a whole would not be eligible for the incentive for each cancelled or postponed student during a particular intake amount paid will be deducted from the final settlement.

   ii. Any enrollment which gets cancelled during a particular intake would have to bear an additional overall deduction as per the below mentioned scale:

DEDUCTION - CANCELLATION IN AED (16-17)
AED 200 (OVER ALL)

   iii. Any enrollments which get postponed during a particular intake would have to bear an additional overall deduction (per postponement) as per the below mentioned scale:

DEDUCTION - POSTPONEMENT IN AED (16-17)
AED 100 (OVER ALL)

IV. Enrollment Target – BBA

ENROLLMENT TARGETS AY 2016-17						
PROGRAM	INTAKE	NO. OF STUDENTS LOCAL	WEEKEND BBA	WEEKEND MBA	NO. OF STUDENTS INTERNATIONAL	PROGRAM TOTAL
BBA	MAY'16	50	15	-	20	85
	SEPT'16	110	20	-	65	195

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	JAN'17	70	15	-	40	125
	TOTAL	230	50	0	125	405

MBA	MAY'16	35	-	35	5	75
	SEPT'16	55	-	35	20	110
	JAN'17	40	-	35	10	85
	TOTAL	130	0	105	35	270

GRAND TOTAL	360	50	105	160	675

V. Target Based Deduction:
Marketing, Admission & PR Department presents their annual targets for each intake (i.e. May, Sept & Jan) to the management. It becomes their responsibility to achieve the same as these set targets become the platform for organizational planning in terms of recruitment of manpower, creation of no. of classes, allocation of tangible and intangible recourses, therefore achieving the set target is the sole responsibility of the Marketing, Admission & PR Department.
To make this system work more effectively and efficiently and monitoring each individual performs in terms of working as a team to achieve the set targets it is important to keep these benchmarks under strict scrutiny.

Finally a simple system of Target Based Overall Deduction will apply to the overall total which means the total percentage of the shortfall will be deducted from the total incentive eligible to each individual, to make it simpler to understand a worked out example is given below:

a. If the target for July is 100 students and the department achieves 75 students that means a total shortfall of 25 students or 25%, which would result in 25% deduction from the total payment of incentive payable to each individual. This would be calculated after deducting the cancellation and postponements.

Kindly note that yearly targets will be subject to 10% to 15% increase every year, which will be decided by the management based on the market trends and inputs received from the Marketing, Admission & PR Department. Final decision of target setting for each intake will be the preview of the Executive Council.

X. INTERNATIONAL AGENTS COMMISSION POLICY

International agents are appointed to extend the reach of SUC in the international market to increase its multi cultural student base so as to enable cross cultural interactions in the learning environment. The Agents are paid a commission based on the performance measured in terms of the enrollment generated. Generally agents are

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appointed to work exclusively for SUC for the business programs however; such restrictions are not binding on the agents. SUC reserves the right to retain or change the agent based on the performance and business opportunities.

The SUC on its discretion may decide to contribute towards the marketing promotion activities in the region in collaboration with or without the agent.

The agents are identified and their duties are officially assigned by the process of signing a working contract with them which would cover the below mentioned points:

i. Specify the programs the agents agree to recruit students.
ii. Specify the validity of the duration of the agreement which is reviewed every year and the agreement can be extended with mutual consent. In certain cases a 2 year contract can be signed.
iii. Responsibility of SUC and the Agent
iv. Define the domain where the agent will operate from, unless and otherwise ratified by SUC.
v. Mention the financial arrangements
vi. Marketing and Promotional activities arranged
vii. Assist SUC in establishing overseas marketing office
viii. Specifies the commission structure payable on a slab basis and will also outline the terms and conditions on basis which the commissions are released to the Agent

Financial Arrangements:

1. SUC will charge students, according to the applicable Program fee structure (subject to change) of that particular intake
2. All Students will pay directly to SUC prior to commencement of the program.
3. The agent may work on the below mentioned commission structure for the forthcoming academic year:

For BBA and MBA Programs	
No. of students	**Commission**
From 1 till 15	USD 1,500
From 15 and above	USD 2,000

4. Commission rates per student will apply as per slab structure mentioned above. The next slab payment will apply once the agent goes over the specific first slab.

For Short Courses (Per Student)		
Sr. #	**Course Fee (USD)**	**Commission**
1	550 – 1,100	USD 70 - 95
2	1,101 – 1,920	USD 95 - 140

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3	1,921 – 3,015	USD 140 - 275
4	3,016 – 4,110	USD 275 - 340
5	4,111 and above	USD 410

XI. STUDENT REPRESENTATIVE

Students are appointed as representatives/agents to encourage them to motivate their friends and relatives to join SUC. They are paid a commission based on the performance measured in terms of the enrollment generated. Student representative are appointed to work exclusively for SUC for the business programs. SUC reserves the right to retain or change the agent based on the performance and business opportunities.

The Student Representative (SR) is identified and their duties are officially assigned by the process of signing a working contract with them which would cover the below mentioned points:

i. Specify the programs the SR agree to recruit students.
ii. Specify the validity of the duration of the agreement which is reviewed every year and the agreement can be extended with mutual consent. In certain cases a 2 year contract can be signed.
iii. Responsibility of SUC and the SR
iv. Define the domain where the SR will operate from, unless and otherwise ratified by SUC.
v. Mention the financial arrangements
vi. Specifies the commission structure payable on a slab basis and will also outline the terms and conditions on basis which the commissions are released to the SR.

Financial Arrangements:

i. SUC will charge students, according to the applicable Program fee structure (subject to change) of that particular intake.
ii. All Students will pay directly to SUC prior to commencement of the program.
iii. The SR may work on the below mentioned student incentive structure for the forthcoming academic year.
iv. Student incentive rates, per student will apply as per slab structure mentioned below. The next slab payment will apply once the Student Representative goes over the specific first slab. For Short Term Courses the student will be paid at the rate of **AED 100** per student.

Slab	BBA / MBA
1 – 10 students	AED 1000 per student
11-20 students	AED 1500 per student

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21 and above	AED 2000 per student

XII. REPORTS

In order to evaluate the effectiveness of the department and to check whether the SUC is achieving the desired level of enrolment as per the strategic plan, reporting becomes inevitable such reports are generated periodically.

A.Daily Report

Daily reports are generated to keep track of the variation in callers' enquiry, visitors and enrollment, ratio of callers vs. enrollments and visitors vs. enrollments, Marketing activities, individual follow-ups, advertisement schedule, online enquiries report on a daily basis, MOU & Scholarship Fund utilization, Marketing budget and expense management.

PART I

i. Consolidated Marketing Activity Report (Includes Individual Summary of Follow-ups)
ii. Daily Calls Report
iii. Daily Visitors Report
iv. Daily Enrollments Report
v. Daily Online Enquiries Report
vi. Daily Individual CV Follow-up Report of individual Marketing Officer
vii. Daily Follow-ups Summary Report
viii. Daily Completion Report

PART II

i. Advertisement Schedule
ii. MOU& Scholarship
iii. Marketing Budget and Expense Management (LOCAL & INT'L)

B.Weekly Report

Weekly reports are prepared to check the variation in callers' enquiry, visitors and enrollment, ratio of callers vs. enrollments and visitors vs. enrollments, individual follow-ups, advertisement schedule, TOEFL/ Math entrance exam confirmation status, SMS / Email campaign, online enquiries report, enrollment target vs. achieved, TOC Status, marketing activities planned vs. achieved, e-marketing campaign, scholarship/fee waiver granted, EMS updates, database updates, review of seat allocation, MOU updates, Marketing budget & expense management, local & international exhibitions, university / career fairs & Sponsored events, campus visits / School presentations, local & international agents agreement, student representative agreement and Minutes of the Marketing meeting on weekly basis.

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PART I

i. Marketing Weekly Report

a. Index
b. Week-Wise Operational Checklist
c. Current Week Activities
d. Next Week Activities
e. Pending Activities
f. Weekly Summary Of Callers, Visitors & Enrollments
g. On-Going Activities
h. Weekly Individual Summary Of Follow-Ups
i. Weekly Registration Statistics Report
j. Weekly Enrollment Summary Details
k. Weekly Enrollment Seat Allocation
l. Weekly Summary Advertisement Schedule
m. Weekly Summary Of Online Enquiries
n. Weekly E-Marketing Updates
o. Callers/Visitors/Enrollments Monthly Comparison
p. Local & International Exhibitions & Visits
q. Weekly CMS / Ems Update
r. Weekly Database Update
s. Marketing Activity (Visits Report)
t. University/Career Fair/Sponsored Events
u. Campus Visits / School Presentation
v. Individual Enrollment Targets & Achievements
w. Student Representative Agreement
x. Local And International Agents
y. Weekly Completion Report

PART II

i. Batch Wise/Semester Intake (BBA)
ii. Batch Wise Intake/Semester (BBA-WEEKEND)
iii. Batch Wise Intake/Semester (MBA)
iv. Batch Wise Intake/Semester (MBA-WEEKEND)

C.Monthly Report

Monthly reports are prepared to check the variation in callers' enquiry, visitors and enrollment, ratio of callers vs. enrollments and visitors vs. enrollments, individual follow-ups, advertisement schedule, TOEFL/ Math entrance exam confirmation status, SMS / Email campaign, online enquiries report, enrollment target vs. achieved, TOC Status, marketing activities planned vs. achieved, e-marketing campaign, scholarship/fee waiver granted, EMS updates, database updates , review of seat allocation, MOU updates, Marketing budget & expense management, local & international exhibitions, university / career fairs & Sponsored events, campus visits / School presentations, local & international agents agreement, student representative agreement , individual reviews by Marketing Officers and Minutes of the Marketing meeting on monthly basis.

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i. Marketing Monthly Report

b. Brief Overview Of The Monthly Operations
c. Status Of The Automated Process
d. Status Of The Policy & Procedures And Work Flow Of The Dept
e. Inter Departmental Issues & Concerns:
f. Staff Related Issues & Concerns:
g. Cost Cutting Measures Undertaken:
h. Monthly Statistics
i. IE Tools Review And Submission

ii. Marketing Monthly Report

a. Index
b. Monthly Summary Of Enrollment Details
c. Monthly Operational Checklist Activities -
d. EMS-CMS Update
e. Monthly Summary Of Callers, Visitors & Enrollments
f. Monthly Summary Of Online Enquiries
g. Monthly Operational Checklist Activities -
h. Monthly Individual Follow-Ups
i. Monthly Summary Of Advertisement Schedule
j. Monthly Summary Of Marketing Activities
k. Monthly Summary Of E-Marketing
l. Database Update
m. Local & International Exhibition
n. Follow-Up Action Update
o. University/Career Fair & Sponsored Event

iii. Enrollment Statistics Intake wise

a. BBA
b. BBA Weekend
c. MBA
d. MBA Weekend

D.Semester end and Closing of Batch Report

i. Before Semester – This report is designed to look at the previous year's enrollment and forecast on new semesters enrollment according to which segregation is made for different degrees, timing and seat allocation.

ii. After Semester – At the end of the semester, the Marketing and Registration Department verifies whether the forecasted figures have been achieved or not.

E.Yearly Report

Yearly Report is submitted to the management which includes the enrollments for the current year. The reports are segregated on the basis of:

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i. Majors
ii. Gender
iii. Location of residence of students
iv. Nationality of students
v. School of study
vi. Year of passing High School/Bachelors
vii. School wise
viii. Program wise
ix. TOC wise
x. Postponements, Rejections and Cancellations
xi. Marketing Budget vs Actual spent
xii. Cost per student
xiii. Targeted vs achieved enrollments

Comparisons are made for past 2 years. These reports enable the department to investigate the causes of increase or decrease in the enrollment. It helps in analyzing market trend. It also helps the department in forecasting the enrolments for the next year. Based on the forecasting, the pre-enrollment activities are planned and the budgets are prepared.

F.Enrollment Updates

Enrollment updates for both BBA & graduate programs are sent twice a week to keep track of the progress of enrollments for the upcoming intake. The updates comprise of:

i. Consolidated Reports of Callers
ii. Visitors
iii. Enrollment Patterns
iv. Adverting Schedules
v. Impact Feedback
vi. Fees Structures
vii. Fee Waivers and Scholarships
viii. Individual Target Achievement
ix. Yearly Planning and Execution of Activities
x. TOC Update
xi. TOEFL / IELTS / Math entrance exam confirmation status

XIII. FUTURE PLANS

Initially Marketing plans are prepared in line with Strategic Plans, inputs are provided based on our past experience, local market trends and target set by the Management. The Annual Plan is a detailed breakdown of the 5 year plan for the Academic Year. Plans are made for Direct and Indirect Marketing.

a. **Direct Marketing Approaches**
   i. Presentations to school final year students
   ii. Participating in educational exhibitions
   iii. Conducting seminars on latest developments – regionally and globally

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iv. Organizing special events by SUC students to promote charity & awareness
v. Sponsoring cultural events, organized by different communities, to breakdown regional, cultural and religious barriers

b. **Indirect Marketing Approaches**
   i. Print media
   ii. Internet/E-mail marketing
   iii. Mailing shots
   iv. Faxes
   v. Radio & TV

Reporting the market intelligence information mentioned above. Refer to section V.

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ENGLISH LANGUAGE CENTRE

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A. PLACEMENT TESTS CONDUCTED AT SUC

A. CITY & GUILDS IESOL TEST

i. CITY &GUILDS IESOL TEST CENTRE AT SUC

Prospective students of SUC or general candidates appearing for City &Guilds IESOL test can apply at SUC. SUC in liaison with ConnecMe, Abu Dhabi, facilitates the test takers to take the test at its campus.

ii. CITY & GUILDS IESOL TEST REGISTRATION REQUIREMENTS

a. A copy of valid passport / UAE National ID
b. Photos will be clicked before the commencement of the exam. This will be taken care by the examiners from ConnecMe.

iii. CITY & GUILDS IESOL TEST DETAILS

LISTENING: Listen twice to six short sentences: statement, explanation, description, instruction or question. Identify: topic, purpose, context, speakers, gist, and relationship between speakers, roles, functions, attitudes, feeling and opinions. Listen twice to a radio broadcast, talk, narrative, presentation, etc. to identify specific information.

READING: Five short texts each with one gap testing layout, lexis, cohesive devices, and coherence. One text with six sentences removed, e.g. topic sentence, summarizing sentence, developing idea, emphasizing a point, opinion, contrast, sequence, forward and back reference, transition to new idea. (Four short texts)

WRITING: Produce a personal letter, a narrative or descriptive composition

SPEAKING: Part -1 - 2 minutes chose 5 questions from different topics. Part -2: 2 minutes answering to the situations. Part -3- 3 minutes discuss task sheet. Part 4 – 2 minutes follow up questions.

a. **On the test day:** Students should carry their original passport / Emirates ID, without which they are not entitled to write the exam. Anyone who arrives late will not be admitted to the test.

b. **Results declaration**: The results are published in a fortnight from the date of the test. Students can collect the results from the administration department of SUC.

c. **Admission followed by orientation**

City & Guilds test takers are given a brief orientation about the test format followed by a mock test. These guidance classes benefit the students in getting good exposure to the test format and also in understanding the skills of time management.

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d. Test Format

The test format is clearly explained to them with the help of City & Guilds test Action Planner. The same is made available to them on the official website of SUC. Action Planner 'B1-Achiever Level' is meant for BBA students and Action Planner 'B2-Communicator Level' is meant for MBA students.

e. MOCK TEST

During the mock test the students are given ample scope to experience the real test environment and the scores are given to them on request in a day or two.

f. FINAL TEST

The students appear for the final exam at SUC on the stipulated date. They receive their scores with in fifteen days.

g. RESULT ANALYSIS

The results are analyzed and recorded systematically by the exam department this analysis gives a clear idea about their scores in each section.

iv. COUNSELING

After a thorough analysis of the results, the students are well counseled with the next course of actions. Upon achieving the qualifying score for admission to Degree programs, students are encouraged to take admissions in the Main Program. Non-qualifying students are counseled to take one of the following courses of action:

a. To reappear for the City & Guilds test
b. To repeat the City & Guilds Preparatory Program

B. TOEFL TEST

i. TOEFL TEST CENTRE AT SUC

SUC is an authorized IBT center which conducts the TOEFL tests regularly according to the published calendar. The duration of IBT TOEFL test is 1 hour and 55 minutes. BBA students take Mathematics test before the TOEFL test. Generally, timings are 6:15PM – 7:15PM (Math Test) and 7:30PM – 9:25 PM (TOEFL test). Students may opt for different dates for appearing TOEFL and Math tests.

ii. TEST DETAILS

TEST STRUCTURE: Test of English as a Foreign Language has 3 sections:

TEST STRUCTURE		
Listening comprehension	50 questions	30-40 minutes
Structure and written expression	40 questions	25 minutes
Reading comprehension	50 questions	55 minutes

a. Section-1 (Listening Comprehension): This section measures the ability to understand English as it is spoken in North America as given below:

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1. 3-4 mini talks, 60-90 seconds long with 3-5 questions each
2. 2-3 extended conversations, 60-90 seconds long with 3 to 5 questions each
3. 30-40 dialogues, 5-15 seconds long with 1 question each

b. Section-2 (Structure and Written Expression): This section measures the ability to recognize language that is appropriate for standard written English as given below:

1. (1-15) 15 multiple choice questions based on the structure of the sentence
2. (16-40) 25 questions – 4 parts of the sentence are underlined –incorrect one has to be chosen and the corresponding letter to be written on the answer sheet

c. Section-3 (Reading Comprehension): This section measures the ability to understand short passages similar in topic and style to academic texts used in colleges and universities, as given below:

1. 5 passages from academic texts, 250-350 words each, with 10 questions per passage
2. Most of the questions are multiple choices
3. Make every effort to complete each section; Data indicate that most candidates get higher scores if they attempt all the questions

iii. SCORING

Scores for the listening and structure sections range from 31-68. For reading, the range is 31-67. The average of the three scores is taken and multiplied by 10, to give a total score of between 310 and 677. The students are required to get 500 to be eligible for the admission into BBA program and 550 for MBA program of SUC.

a. The IBT TOEFL is a standardized test of English. To do well on this test, the examinees should therefore work in these areas.

b. They must work to improve their knowledge of the English language skills that are covered on the paper version of the TOEFL test.

c. They must understand the test taking strategies that are appropriate for the paper version of the TOEFL test.

d. They must take practice tests with a focus on applying their knowledge of the appropriate language skills and test taking strategies.

iv. IMPORTANT INSTRUCTIONS

a. The students must report to the SUC on time. No one will be admitted to the examination room after the test has begun.

b. The students must not carry any food or drinks, no disturbance will be permitted while test is in progress, cellular phones and beepers must be handed over to the common room, there will be no rest break during the test.

c. Watch alarms, including those with flashing lights or alarm sounds, are not permitted.

d. The students must not take books, dictionaries, bags, recording and photographic devices, or note papers of any kind into the testing room.

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e. Each section of the test has a time limit. As per the instruction of invigilator, during each time period, you may read or work only on the section of the test you are told to work on.
f. If one section is finished early, the students SHOULD NOT go on to the next section unless told by the Invigilator. Failure to follow this rule will be considered as cheating, and the scores will be cancelled.
g. The students have to answer the test questions in areas identified in section1, section 2 and section 3 on the answer sheet.
h. The students are solely responsible for marking answers properly on the answer sheet.
i. The students should not forget to write their Name, Student Number, Date of Birth, Native Country Code and Native Language Code in the answer sheet.
j. They have to completely fill the circle with a heavy, dark mark.

v. IDENTIFICATION

a. Students must provide their original, valid and signed passport in addition to their other I.D.
b. Students who wear a scarf or cover the face are required to uncover during the exam. The students face must be visible at all times during testing.
c. No other forms of identification will be accepted.

vi. STATIONERY REQUIRED

a. The students must carry 2 sharpened, medium-soft (#2 or HB), black lead pencils.
b. The students should not use a pen, a pencil with colored lead, or a liquid lead pencil to mark your answers.
c. The students must carry a good quality of eraser.
d. Pencils and erasers will not be supplied by the SUC.

vii. CHEATING & UNACCEPTABLE BEHAVIOR:

SUC has the full right to cancel the paper of anyone who:

a. Takes a test book or answer sheet from the testing room
b. Attempts to take the test for someone else
c. Gives or receives assistance during the test
d. Fails to follow instructions given by the Invigilator
e. Makes any marks or underlines words in the test book or makes notes in the test book or on the answer sheet
f. Takes dictionaries, other books, notes or other devices into the testing room
g. Creates a disturbance or behaves inappropriately
h. Copies test questions or answers
i. Malpractices in any other way

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viii. ADMISSION FOLLOWED BY ORIENTATION

TOEFL test takers are given a brief orientation about the test format followed by a mock test. These orientation classes are held as per the prescribed calendar. These guidance classes benefit the students in getting good exposure to the test format and also in understanding the skills of time management.

ix. TEST FORMAT

The test format is clearly explained to them with the help of TOEFL Navigator and TOEFL Longman's book. TOEFL Navigator is made available to them on the official website of SUC.

x. MOCK TEST

During the mock test the students are given ample scope to experience the real test environment and the scores are given to them on request in a day or two.

a. FINAL TEST

The students appear for the final exam at SUC on the stipulated date. They receive their scores within three working days.

b. RESULT ANALYSIS

The results are analyzed and recorded systematically by the exam department this analysis gives a clear idea about their scores in each section.

xi. COUNSELING

After a thorough analysis of the results, the students are well counseled with the next course of actions. Students who succeed in achieving the qualifying score for admission to Degree programs are encouraged to take admissions in the Main Program. For those who do not qualify for the Main Program are counseled appropriately for taking one of the following courses of action:

a. To reappear for the TOEFL exam
b. To undertake City & Guilds training Program if they qualify for it based on their TOEFL scores
c. To undertake Cambridge English: Preliminary (PET)if they do not qualify for the City & Guilds training Program

C. IELTS TEST

i. IELTS TEST CENTRE AT SUC

Prospective students of SUC or general candidates appearing for IELTS Exam can register at ITC (IELTS Testing Centre) of SUC either in person or through online. ITC of SUC operates in liaison with CES –Centre for exam services. CES is an independent IELTS Test Centre-AE055 which has been established under the auspices of British Council to facilitate institutions. CES supports in developing the venue and its ancillary services. It organizes IELTS tests (both Academic and General Training) at regular intervals at SUC.

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ii. IELTS EXAM REGISTRATION REQUIREMENTS

c. 2 passport photographs

d. A copy of valid passport / UAE National ID /UAE Labor card issued by the Ministry of Labor and Social Affairs along with a UAE driving license

- Passport photo specifications:
- Two identical passport size photographs
- Not older than six months
- Head should be fully shown - looking straight at the camera and without spectacles
- Photos must have a blue or black background
- You have to sign on the reverse of the photographs

iii. IELTS TEST DETAILS

The Academic module of IELTS consists of four components.

f. Listening: The students are expected to listen to an audio recording produced by the native speakers of English .They listen to academic dialogues and monologues; non-academic dialogues and monologues. They are expected to answer the questions as they listen. Ten minutes are given at the end for the candidates to transfer the answers.

g. Academic Reading: The students have to read 3 passages on topics of general interest; one of these texts contains a detailed logical argument. They are expected to answer a variety of questions. 40 questions should be answered in one hour. No extra time will be given to transfer the answers.

General Training reading texts are taken from notices, advertisements, newspapers etc. Third section involves reading more extended texts.

h. Academic Writing: This module consists of 2 tasks. In task1, the students are expected to look at a diagram or a graph and present the information in their own words (150 words). In task 2, the students are assessed in their ability to present a solution to the problem, present and justify an opinion, compare and contrast evidence and evaluate and challenge ideas etc. They are expected to write in an appropriate style. (250 words).One hour is given for both the tasks.

General Training Writing: In task 1, candidates are asked to respond to a given situation with a letter requesting information or explaining the situation. In task 2 candidates are presented with a point of view and they are assessed on their ability to provide general factual information and present a solution.

i. Speaking: In this module, the student is expected to introduce himself/herself in an oral interview. Later he/she has to talk on a particular topic for 2 minutes.

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The examiner gives the topic (and one minute is given for preparation).After that he/she has to participate in a discussion for 4-5 minutes. This module assesses the fluency, lexical resource, grammatical range, accuracy, and pronunciation of the students.

j. **On the test day:** Students should carry their original passport /labor card to the examination centre, without which they are not entitled to write the exam. The test announcements start at 8 am. Registration starts at 8.15 am. Exam starts at 9 am. Anyone who arrives late will not be admitted to the test.

k. **Results declaration:** Test Report Form (TRF) is published in a fortnight from the date of the test. Students can collect the TRF from the administration department of SUC. They can also check their results online using their candidate number. The TRF is valid for two years from the date of the test.

iv. ADMISSION FOLLOWED BY ORIENTATION :

IELTS test takers are given a brief orientation about the test format followed by a mock test. These orientation classes are held as per the prescribed calendar. These guidance classes benefit the students in getting good exposure to the test format and also in understanding the skills of time management.

v. TEST FORMAT

The test format is clearly explained to them with the help of IELTS Pathfinder. IELTS Pathfinder is made available to them on the official website of SUC.

vi. MOCK TEST

During the mock test the students are given ample scope to experience the real test environment and the scores are given to them on request in a day or two.

vii. FINAL TEST

The students appear for the final exam at SUC on the stipulated date. They receive their scores with in fifteen days.

viii. RESULT ANALYSIS

The results are analyzed and recorded systematically by the exam department this analysis gives a clear idea about their scores in each section.

ix. COUNSELING

After a thorough analysis of the IELTS results, the students are well counseled with the next course of actions. Upon achieving the qualifying score for admission to

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Degree programs, students are encouraged to take admissions in the Main Program.

Non-qualifying students are counseled to take one of the following courses of action:

a. To reappear for the IELTS exam
b. To undergo City & Guilds Training Program if they qualify for it based on their IELTS scores
c. To undertake Cambridge English: Preliminary (PET)if they do not qualify for the City & Guilds training Program

D. MATHEMATICAL ABILITY TEST (REQUIRED ONLY FOR ADMISSION TO BBA PROGRAM)

SUC conducts a mathematical ability test in which an applicant is required to score a minimum of 60% passing score for placement into the BBA program.

Following are the exceptions for taking the SUC Mathematical Ability Test:

a. Students with a minimum SAT score of 500
b. Student holding diploma or transfer of credit from an accredited institution by MOHESR and having a grade "C" or above.

RECRUITMENT OF ADJUNCT FACULTY TO ELC

Adjunct faculty recruited at the ELC level go through the recruitment process of SUC as established by the HR department. All teachers have to hold necessary experience with relevant qualifications to handle courses offered by ELC. The recruitment process of these Adjunct Faculty Members includes an initial interview followed by lecture demonstrations. ELC gives a thorough orientation to these teachers about the functioning of the program and the process flow. They report to the ELC for all the concerns and guidance. At the end of the each course, they submit their course files which comprise of the teaching material, reference books and teacher's comments and suggestions.

POLICY ON ELC BUDGET PROCESS

The preparation of budget for ELC is drawn from the directions of strategic plan to meet the teaching requirements. ELC budgets are discussed with finance department and final budget is presented to the HOA and Dean, on approval the funds are allocated for various activities like multimedia facilities, organization of workshops, hiring the adjunct faculty and toastmaster activities as mentioned in the budgets. All expenses of the department are as per the approved budgets and at the end reports on budget plan and expenditure are submitted to Dean.

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The steps for the current budget process are:

A. As per long term and short term strategic plan directions developmental activities are identified and costs assessed

B. Previous year budgets variance is considered while preparing the current year budget

C. Costs are assessed and final financial budgets are prepared

D. Suggested changes are incorporated and final budgets are prepared.

E. Final budgets are submitted to Finance department for the inclusion in the overall institutional Budgets.

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ADMINISTRATION

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ADMINISTRATION PROCEDURE

A. ACADEMIC CALENDAR

Academic calendar is the complete guideline for the institution from the starting to the end of the academic year. This is prepared by the administration department by compiling the calendars of the departments before 1 semester of the start of the academic year. This incorporates all the academic, semester, examinations, events, reviews, submission deadlines, vacations and inter-semester breaks. It acts as a guideline for all the departments, faculty, staff and students to plan out their activities and execute as per the calendar.

Process of preparing the academic calendar by the calendar management committee

1. Receive the academic plan calendar from MOHSER
2. Receive the respective calendar from all the departments
3. Check the annual leave calendar of UAE
4. Check the program commencement calendar
5. Refer all other operational calendars
6. Refer the events calendar

All the above points are taken into consideration while preparing the academic calendar and is normally published before the start of the academic year

The Academic calendar is placed on all the notice board, portal of student/staff/faculty, student handbook and website
The amendment to the academic calendar is made with the Dean's approval by Calendar Management Committee since it affects the workflow of all the departments.

B. SEAT ALLOCATION

As per the strategic plan figures the administration department prepares the maximum number of the students that can be accommodated into the programs. This information is placed before the seat allocation committee headed by the Dean who interns approves the seat allocation to be disseminated to the respective departments at least 1 month before the start of the semester so as to enable them to plan out the enrollment.

Process of preparation of seat allocation

i. Refer the strategic plan
ii. Refer the previous enrollment history
iii. Define the program
iv. Define the majors/emphasis for each program
v. Define intake
vi. Define the class plan [Morning/Evening/Weekend]
vii. Define the no. of seats allocated for each program and divide the seats into major or emphasis wise based on the previous enrollment and current market scenario.
viii. After the approval of the Dean the same is uploaded into the system for the enrollment of students.
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SEAT ALLOCATION - ACD YR 2016-17

ALLOTED SEATS		MAY 2016 INTAKE				SEP 2016 INTAKE				JAN 2017 INTAKE				AY 16-17			
PROGRAM	MAJOR / EMPHASIS	MORNING	EVENING	WEEKEND	TOTAL	MORNING	EVENING	WEEKEND	TOTAL	MORNING	EVENING	WEEKEND	TOTAL	MOR	EVE	WKD	GRA NDT OTA
BBA	BBA - INFORMATION SYSTEMS		15		85	25	15		195	10	10		125	35	40		405
	BBA - MARKETING & RETAIL MANAGEMENT		10			15	15			10	10			25	35		
	BBA - TRAVEL & TOURISM		10			10	10			5	5			15	25		
	BBA - FINANCE		10			15	15			10	10			25	35		
	BBA - PUBLIC ADMINISTRATION		10			10	10			10	10			20	30		
	BBA - INTERNATIONAL BUSINESS		15	15		15	20	20		10	10	15		25	45	50	
MBA	MBA - FINANCE		10		75		15		110		10		85	0	35	0	270
	MBA - HR		10	10			15	10			10	10		0	35	30	
	MBA - E-GOVERNANCE		10	10			15	10			10	10			35	30	
	MBA - MARKETING		0				10				0			0	10	0	
	MBA - SML		10	15			20	15			20	15		0	50	45	
MQP	MBA - FINANCE				0				0				0	0	0	0	0
	MBA - HR													0	0	0	
	MBA - E-GOVERNANCE																
	MBA - MARKETING													0	0	0	
	MBA - SML													0	0	0	
AIPC - 120 HRS					0				0				0	0	0	0	0
AIPC - 190 HRS					0				0				0	0	0	0	0
UB TOTAL		0	110	50	160	90	160	55	305	55	105	50	210	145	375	155	675
RAND TOTAL					160				305				210				675

Rights for amendment regarding seat allocation is duly reserved by the Dean

C. STUDENT HANDBOOK

The administration department release Student handbook which is a ready reckoner that guides the student to understand the academic and academic support service policies and procedures, semester wise course plan, examination calendar, academic calendar and whom to approach for services. The student handbook enables students to plan their leave and participation in activities for self-development. The handbook is given every year at the beginning of the academic year.

Student handbook is available on the student portal and hard copies are provided upon request.

Student handbook is prepared by the administration department who reserves

the right to incorporate the changes upon approval by the Dean.

CLASS SCHEDULE

The class schedule details the courses offered for the batches offered during the semester. It contains the details such as class room, faculty member name, batch and the course name. The class schedule is prepared by the administration department and any amendment of the same is upon Dean's approval.

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FACULTY SCHEDULE

The faculty schedule details the no. of courses to be taught by each faculty member during the semester. It contains the details such as degree program, course name, credit hours, days and total sessions. The faculty schedule is prepared by the administration department and any amendment of the same is upon Dean's approval.

EXAMINATION CALENDAR

The examination calendar details the no. of courses and the dates on which the course exam has to be conducted during the semester. It contains the details of nature of the exam like Mid-term, Mid-term Mitigation, Final and Final Mitigation/Resit and timing and exam date is also mentioned for each semester. The faculty schedule is prepared by the administration department and any amendment of the same is done upon the approval of examination committee.

SEMESTER READY RECKONER

The semester Ready Reckoner details the Academic calendar for all programs including English Preparatory & CPD conducted during weekdays and weekends, all schedules such as orientation, class, Full time and Part time faculty, faculty shift, computer lab, and examination and the reporting checklist. The semester ready reckoner is prepared by the administration department and any amendment of the same is done upon the Dean's approval.

The ready reckoner contains the following:

i. Institutional Calendar
ii. Room Allocation [Weekdays & Weekend]
iii. Schedules pertaining to BBA/MBA/English Preparatory/CTH/MQP / DBA
    a. Orientation Schedule
    b. Ready Reckoner
    c. Faculty Shift Schedule
    d. Semester Part time Faculty to Full time Faculty (BBA & MBA)
    e. New Faculty to Full time Old Faculty
    f. One course taught by multiple faculty
    g. Course Pre-requisite List
    h. Computer Lab Schedule
    i. Class Schedule
    j. Faculty Schedule
    k. Examination Schedule

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D. STUDENT PORTAL & PORTAL UPDATION

Student portal is a comprehensive online source of communication to the students. The portal updation of students is carried out on semester basis to facilitate the students understanding of SUC policy procedures. It contains below mentioned details:

1. Information policy procedure
2. Handbooks
3. Orientation
4. Academic profile
5. CDP
6. Course materials
7. Current batch activities
8. Events calendar
9. Online request
10. Advisor / Mentor
11. Downloads
12. News and updates.

E. PORTAL BLOCKING

The access to portal for students is blocked in case of non-adherence to SUC policy & procedures.

The major reasons for portal blocking by different departments:

i. Books not collected from the library
ii. Books not returned to the library
iii. Tabs not collected from the library
iv. De-activated students due to non-payment
v. Temporary cancelation students
vi. Graduated students
vii. Non-submission of documents [Undertaking students]
viii. Suspended students
ix. Cancelled students
x. Any other non-adherence case

The process of portal blocking

i. Intimate the default students through email
ii. Reminder after 2 weeks of the initial mail
iii. SMS to the students
iv. Letter to the students
v. If no response the department will block the students until they resolve the issue.

FACT SHEET & DEMOGRAPHICS

Administration Department maintains complete record of its Academic and Academic Support Services activities carried out during the semester; it indicates the facts regarding Student Enrollments to Graduation, Faculty Member's Teaching, Services available learning and IT resources in the form of absolute numbers and ratios. The demographic analyses are reflected.

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Factsheet includes the following:

i. Students strength level wise and program wise
ii. Graduates strength level wise and program wise
iii. Faculty Type [Fulltime/Part time]
iv. Faculty student ratio
v. Graduates ratio
vi. Progression rate
vii. Retention rate
viii. Placement rate
ix. Class room utilization
x. No. of courses running in a semester/quarter
xi. No. of computers utilized
xii. No. of students per class
xiii. No. of journals
xiv. Library utilization
xv. No. of students per Advisor/Mentor
xvi. Utilization of other Facilities

Fact sheet helps in budgeting and planning

Demographics reflect the student variety based on the following:

i. Nationality Wise
ii. Gender wise
iii. Area & Location wise enrollment
iv. School & University Wise enrollment [previous studies]
v. Age Wise
vi. TOC university wise
vii. Program wise
viii. Work & Work Location wise
ix. Students ratio moving from BBA to MBA
x. Retention rate

F. CLASS ROOM ALLOCATION

The class room allocation details the courses conducted in which room during the semester. It contains the details such as Program, level weekdays and weekend.

i. Only Administration department is authorized to allocate class rooms.

ii. The class rooms are allocated by administration department for conduct of classes based on the student strength, level of study & other infrastructural requirements.

iii. The room allocation is communicated to all concerned departments like the maintenance department and computing department for making sure the necessary arrangements are made.

iv. If any department or faculty who needs the class room for a purpose other than conduct of normal classes, they should request the administration department. The administration will then allocate the classroom appropriately.

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ACADEMIC PROFILE OF STUDENT

The academic profile is the record of student academic details of progression the day of admission till graduating the program. It contains the details such as Name, degree, level, Academic standing, Credits earned, credits transferred, credits completed, grades, GPA, academic year.

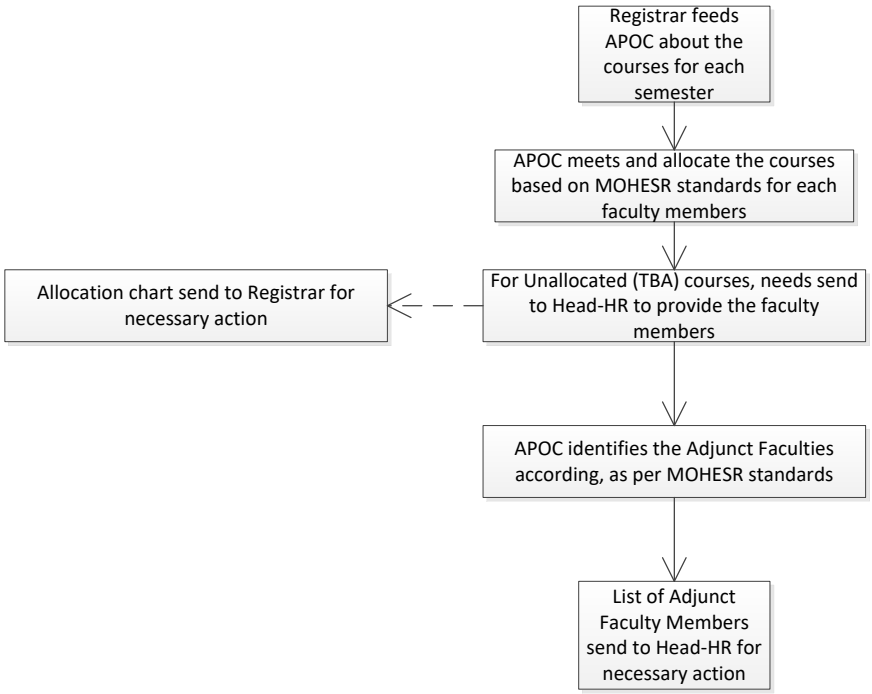
I. ATTENDANCE SHEET

Registration department prepares the attendance sheet for each batch and includes a student's name in this list after his enrollment in that batch. The attendance sheet is meant for keeping track of the attendance of each student. The attendance sheets for all students are available on the system which can be printed by the concerned faculty on weekly basis.

FACULTY ALLOCATION

G. PLANNING & ALLOCATION OF COURSES TO FACULTY MEMBERS, AS PER MOHESR STANDARD IMPLEMENTATION

Allocation of the courses is carried out according to the area of specialization, experience, terminal degree & MOHESR standards of Teaching Load, Student Faculty Ratio and Class size Policy. (Refer annexures)



Faculty Course Allocation Process

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H. FACULTY ALLOCATION FOR VARIOUS ACADEMIC TASKS

iii. Examination & Invigilation Allocation: APOC will recommend the members for Invigilation and quality check to the Dean.

iv. Dissertation and Internship Allocation: APOC will recommend the members for Dissertation and Internship based on requirement submitted by Registrar.

I. FACULTY ALLOCATION

Based on the course plan and the number of courses offered in a particular semester the administration department sends the details to the Dean to allocate the faculty based on their expertise to the respective courses. Once the allocation is approved it is communicated to the faculty member's at least 1 month before the start of the semester so as to enable them to plan out the course delivery. For faculty who are holding administrative positions are given release of 3 credit hours from the teaching load and 6 credit hours are released to the Dean.

Faculty allocation is done based on the following:

1. Selection of the academic curriculum which has to be implemented year wise [intake wise]
2. Define semester/quarter wise courses
3. Define Sessions [Mor/Eve/Wkd]
4. Define no. of students [Active/TOC/repeating etc…] in each session.
5. Define no. of batches to be created session wise
6. Creation of batches accordingly and handover the list to academic planning committee
7. Collect the faculty expertise list from the HRD
8. Faculty allocation will be assigned by the Academic planning committee as per below mentioned guidelines

Faculty allocation guidelines:

Allocation of teaching load is assigned by Academic Planning Committee considering student's number, contact hours, preparation required and other factors as mentioned below:

a. Allocation of faculty has to be done as per their specialization, preference and course preparation in last two academic years.
b. Allocation of faculty from BBA to MBA not allowed however it can be done only under extreme case for which Dean's approval needs to be taken.
c. Academic administrative positions will be given release of three credit hours on the acceptable load as per their academic rank or remunerate additional refer to HR for each Academic rank details.
d. Full time faculty to Adjunct faculty ratio has to be maintained at the level of 75:25 (Either credit or head count).
e. Acceptable faculty to student ratio is 1:30 at BBA level and MBA level.
f. Minimum course preparation will be in range of 2-3 courses.
g. Maximum course preparation will be 4 courses in extreme cases.
h. Maximum course preparation for the faculty carrying administrative position will be 2 courses.

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i. Full time faculty can be allocated maximum of extra 3 credits after Dean's approval only. Faculty needs to contribute additional hours to cover admin responsibilities associated with extra credit course.
j. AAC member's additional credit will be added in weekend and they have to spend an additional hour.
k. Lecturer can be allocated courses up to junior level only.
l. Faculty load needs to be balance between morning, evening and weekend sessions.
m. Dissertation load to be considered while calculating total load of a faculty.

CREDIT DISTRIBUTION - BBA

Designation	Teaching Load/ week
Dean	6 Credits (6 release hrs. / Paid in lieu of additional administrative work allocated)
Professor	12 Credits
Associate Professor	12 Credits
Assistant Professor	12 Credits
Lecturer & Faculty Member covering General Education Courses	15 Credits
Faculty Members with Administrative position	3 release hrs. / Paid in lieu of additional administrative work allocated
Adjunct Faculty-Semester	9-12 Credits
Adjunct Faculty-Part Time	6 Credits

CREDIT DISTRIBUTION - MBA

Designation	Teaching Load/ week
Professor	9 Credits
Associate Professor	9 Credits
Faculty Members with Administrative position	3 release hrs. / Paid in lieu of additional administrative work allocated
Adjunct Faculty-Semester	6-9 Credits
Adjunct Faculty-Part Time	6 Credits

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CREDIT DISTRIBUTION - DBA

Designation	Total work load	Teaching Load/ week – Course work	Dissertation Supervision
Professor	9 Credits	6 Credits	Maximum 3 Credits (4 students)
Associate Professor	9 Credits	6 Credits	Maximum 3 Credits (4 students)
Adjunct Faculty-Part Time	6 Credits	6 Credits	

Faculty allocation is assigned by Academic Planning Committee and the right to amendment is reserved by the same committee after Dean's approval.

J. DISSERTATION GUIDANCE & PAYMENT POLICY

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 of teaching as per the below mentioned table:

1. Supervisors will be allocated by the TEC and communicated by the Administration Department in the form of the course allocation schedule.
2. The Supervisor is responsible to enter the attendance in the ERP system.
3. Group meeting schedules of students for the dissertation shall be prepared by the Administration in consultation with the Supervisor.
4. Faculty having student with zero attendance is not eligible for any payment for the dissertation guidance

In case if a Faculty member is allocated dissertation guidance supervision in an Academic year on and above the regular teaching load of 24 credits is eligible for additional remuneration for the dissertation guidance as per the table mentioned above. If the teaching load credit hours is less than 24 credits then the dissertation payments will be calculated after adjusting the required 24 credits hours and the difference will be paid.

The dissertation payments will be released at the begnning of every new accademic year in the first month of the Fall Semester.

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K. ADDITIONAL CREDIT HOURS POLICY

The normal teaching load of a Full-time Faculty member with a terminal degree at the Assistant/associate/full professor rank in the SUC is 12 credit hours at the BBA level and 15 credits for General Education Faculty at BBA level. Any overload is compensated as per the policy given below:

ADDITIONAL CREDIT REMUNERATION (WEEKEND)

NOTE:

1. Additional Credit Contract of teaching will be given by HR on approval from HOA (Head of Academics) and Dean.

2. Additional Credit Contract will be applicable with the commencement of classes.

3. Course includes the examination invigilation duty as well.

4. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.

5. Faculty Member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.

6. Payment for the course will be done only after final clearance of course file and academic responsibilities associated with the course.

L. SUMMER TEACHING LOAD (WEEKDAYS & WEEKEND)

FULL TIME FACULTY – BBA

SEMESTER JOINING	REQUIRED TEACHING LOAD FOR ELIGIBILITY OF SUMMER TEACHING PAYMENT		TEACHING LOAD FOR SUMMER SEMESTER		SUMMER TEACHING PAYMENT
	ASST. PROFESSOR & ASSOCIATE PROFESSOR	LECTURER	ASST. PROFESSOR & ASSOCIATE PROFESSOR	LECTURER	
FALL	24 CREDITS	30 CREDITS	6 CREDITS		6 CREDITS

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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**

Full time Faculty members are required to complete 24 credits at the position of Assistant Professor till Professor Level in Fall and Spring. In case of a lecturer or 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 be 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) during summer semester for which they are additionally remunerated for credits offered during summer semester.

Faculty Members at the position of Assistant Professor till Professor joining in spring semester can be allotted summer courses upon accomplishment of 18 credits in spring and summer semester to be eligible for the summer teaching payments while Faculty Members at the position of Lecturer level joining in spring semester can be allotted summer courses upon accomplishment of 21 credits in spring and summer semester for the summer teaching payments.

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.

The remuneration for summer payments will be issued on 01st week of September.

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

SUMMER TEACHING LOAD (WEEKDAYS & WEEKEND)

FULL TIME FACULTY – MBA

SEMESTER JOINING	REQUIRED 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

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.

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.

The remuneration for summer payments will be issued on 01st week of September.

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ENROLLMENT GUIDELINES – BBA & MBA

Enrollment guidelines contains the details of start and end dates of the semester, seat allocation and the admission requirement is released to the marketing department 2 months before the start of the semester to enable them to plan the enrollment activities.

Process of preparation of enrollment guidelines

i. Enrollment dates includes the following
   a. Program
   b. Commencement of the class
   c. Last date of registration
   d. Audit of closing
ii. Seat allocation is done based on the following batches
   a. Morning
   b. Evening
   c. Weekend
iii. Placement test dates are provided based on the following exam calendars
   a. TOEFL
   b. IELTS
   c. ISOL [CITY & GUILDS]
iv. Admission requirement guidelines as per SUC policy
v. Student file receiving guidelines as per SUC policy
vi. Enrollment data required from the marketing department as per the structure
vii. General comments from Administration

Enrollment guidelines are prepared by the administration department who reserves the right to amend any policy change as well.

ENROLLMENT GUIDELINES – ACD YR. 16-17

ENROLLMENT GUIDELINES – AY 2016-17

1. **ENROLLMENT DATES: [COURSE COMMENCING & LAST DATE OF REGISTRATION]**

	COMMENCEMENT OF CLASS :ACADEMIC YEAR - 2016-17											
PROGRAM	FALL 2016				SPRING 2017				SUMMER 2017			
BBA	COMMENCEMENT DATE	TOTAL WEEKS IN CLASS [INCLUDING ALL EXAMS]	ENROLLMENT DEADLINE	CLOSING OF AUDIT	COMMENCEMENT DATE	TOTAL WEEKS IN CLASS [INCLUDING ALL EXAMS]	ENROLLMENT DEADLINE	CLOSING OF AUDIT	COMMENCEMENT DATE	TOTAL WEEKS IN CLASS [INCLUDING ALL EXAMS]	ENROLLMENT DEADLINE	CLOSING OF AUDIT
BA WEEKDAY[OLD INTAKE]	14-Sep-16	14 WEEKS	N/A	30-Oct-16	8-Jan-17	14 WEEKS	N/A	12-Mar-17	1-May-17	13 weeks	N/A	13-Jun-17
BA WEEKEND [OLD INTAKE]	16-Sep-16	14 WEEKS	N/A		13-Jan-17	14 WEEKS	N/A		5-May-17	13 weeks	N/A	
BA WEEKDAY [NEW INTAKE]	25-Sep-16	12 WEEKS	6-Oct-16		22-Jan-17	12 WEEKS	9-Feb-17		7-May-17	12 weeks	20-May-17	
BA WEEKEND[NEW INTAKE]	23-Sep-16	12 WEEKS	8-Oct-16		20-Jan-17	12 WEEKS	11-Feb-17		5-May-17	12 weeks	20-May-17	
PROGRAM	COMMENCEMENT DATE		ENROLLMENT DEADLINE		COMMENCEMENT DATE		ENROLLMENT DEADLINE		COMMENCEMENT DATE		ENROLLMENT DEADLINE	
MBA												
MBA –WEEKDAY [OLD INTAKE]	14-Sep-16	14 WEEKS	N/A		8-Jan-17	14 WEEKS	N/A		1-May-17	13 weeks	N/A	
MBA – WEEKEND [OLD INTAKE]	9-Sep-16	9 WEEKS	N/A		17-Feb-17	9 WEEKS	N/A		5-May-17	13 weeks	N/A	
MBA & MQP –WEEKDAY [NEW INTAKE]	25-Sep-16	12 WEEKS	6-Oct-16		22-Jan-17	12 WEEKS	9-Feb-17		7-May-17	12 weeks	20-May-17	
MBA & MQP – WEEKEND [NEW INTAKE]	16-Sep-16	9 WEEKS	8-Oct-16		17-Jan-17	12 WEEKS	11-Feb-17		5-May-17	12 weeks	20-May-17	
PROGRAM	COMMENCEMENT DATE		ENROLLMENT DEADLINE		COMMENCEMENT DATE		ENROLLMENT DEADLINE		COMMENCEMENT DATE		ENROLLMENT DEADLINE	
AIPC												
IPC [ADVANCED , BASIC & KET] [NEW INTAKE]	25-Sep-16	12 WEEKS	6-Oct-16		22-Jan-17	12 WEEKS	9-Feb-17		7-May-17	12 weeks	20-May-17	

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2. SEAT ALLOTED TO INTAKE:

SEAT ALLOCATION - ACD YR 2016-17

ALLOTED SEATS		MAY 2016 INTAKE		TOTAL	SEP 2016 INTAKE			TOTAL	JAN 2017 INTAKE			TOTAL	AY 16-17			GRAND TOTAL
PROGRAM	MAJOR / EMPHASIS	EVENING	WEEKEND		MORNING	EVENING	WEEKEND		MORNING	EVENING	WEEKEND		MOR	EVE	WKD	
BBA	BBA - INFORMATION SYSTEMS	15		85	25	15		195	10	10		125	35	40		405
	BBA - MARKETING & RETAIL MANAGEMENT	10			15	15			10	10			25	35		
	BBA - TRAVEL & TOURISM	10			10	10			5	5			15	25		
	BBA - FINANCE	10			15	15			10	10			25	35		
	BBA - PUBLIC ADMINISTRATION	10			10	10			10	10			20	30		
	BBA - INTERNATIONAL BUSINESS	15	15		15	20	20		10	10	15		25	45	50	
MBA	MBA - FINANCE	10		75		15		110		10		85	0	35	0	270
	MBA - HR	10	10			15	10			10	10		0	35	30	
	MBA - E-GOVERNANCE	10	10			15	10			10	10			35	30	
	MBA - MARKETING	0				10				0			0	10	0	
	MBA - SML	10	15			20	15			20	15		0	50	45	
SUB TOTAL		110	50	160	90	160	55	305	55	105	50	210	145	375	155	675
GRAND TOTAL				160				305				210				675

3. PLACEMENT TEST DATES:

PROGRAM	TEST DATE
BBA - WEEKDAYS	PLEASE CHECK THE SYSTEM
BBA – WEEKEND	PLEASE CHECK THE SYSTEM
AIPC	PLEASE CHECK THE SYSTEM
MBA - WEEKDAYS	PLEASE CHECK THE SYSTEM
MBA – WEEKEND	PLEASE CHECK THE SYSTEM
PET	PLEASE CHECK THE SYSTEM

4. APPLICATION FORM

The Application is the enrollment form which is the formal process of becoming a student of the University. 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, 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. Signature of the Applicants, Parents and registration officer is must and signing the application the applicants is accepting to comply with the rules and regulations of Skyline University College and undertake that the documents submitted are genuine.

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PROCEDURE

i. Fill-up the application form in capital letter
ii. Student information should be accurate and correct [specially dob, nationality, photo, gender]
iii. Signature of applicant, gaurdian and registration officer is mandatory
iv. In the event that students would like to avail visa letter from SUC, visa letter fee structure will be applied
v. Medical insurance is mandatory for international students
vi. Student is eligible only for one type of fee waiver / scholarship throughout the study period.
vii. Scholarship recommendation letter must be submitted within 30 days of registration, noncompliance will forfeit the scholarship awarded.
viii. Fee waiver will be adjusted in the 2 years for BBA students/2 semester/2 quarter for MBA students. If student wishes to get this included in monthly installment (subject to approval from the finance department) and cancels his registration in between the semester, the fees will be calculated as per the original fee structure and the fee waiver granted will be revoked.
ix. Graduation fee will be additional and be applied in final year.
x. Transportation fee will be applicable if the student is staying in hostel outside the SUC campus.
xi. Transportation fee is as a minimum period of one month.
xii. Hostel fee in 2 installment (for students availing SUC hostel facility)
xiii. Undertaking in case of any missing document
xiv. Placement test/entrance exam date
xv. Work experience to be mentioned if they availing scholarship
xvi. TOC details to be mentioned if TOC applicable
xvii. Student type to be mentioned (local candidate own visa/students seeking visa, visa letter, embassy letter/international students)
xviii. Parent / guardian details (address, email id, contact number to be provided for international students
xix. Local guardian details such as emirates id, tenancy contract and contact number, email id for international students who are staying outside SUC accommodation

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xx. Student declaration of authenticity of submitted documents is required. If found fraudulent, the university holds the right to revoke the degree at any point of time.

xxi. Student must read and understand the general terms and conditions governing the program fee structure

xxii. Student must comply with the rules and regulations of SUC

xxiii. Student must declare that the information provided is correct and complete

5. DOCUMENTS REQUIRED:
REFER REGISTARTION REQUIREMENTS

BBA CLASS SIZE POLICY

i. Introduction

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.

ii. Class Size Policy

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 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 Dean, which is then placed in the EC meeting for review which is forwarded to the BOG for approval. Upon approval by the BOG, Dean forwards the information to the departments for planning the operations.

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

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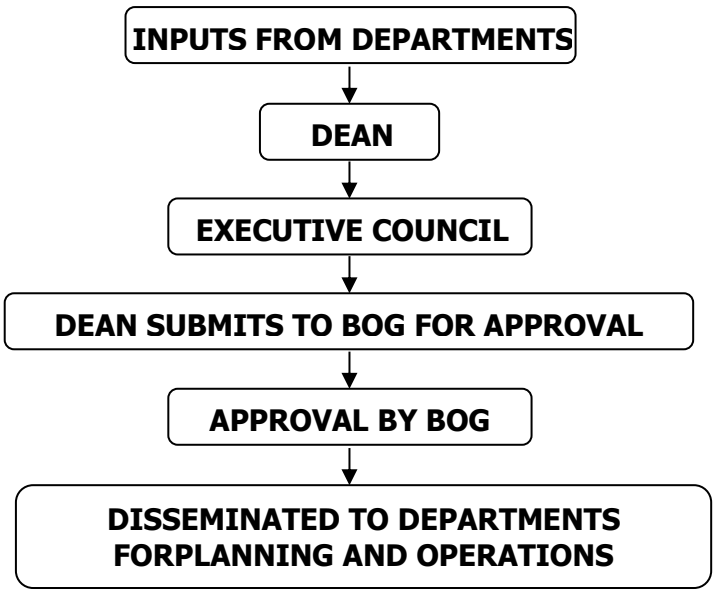
iii. Process flow for formulating and amending Class Size Policy



he 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
Business core courses	10	50	40
Major courses	6	40	40

MBA CLASS SIZE POLICY

i. Introduction

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.

ii. Class Size Policy

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 Executive Council (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

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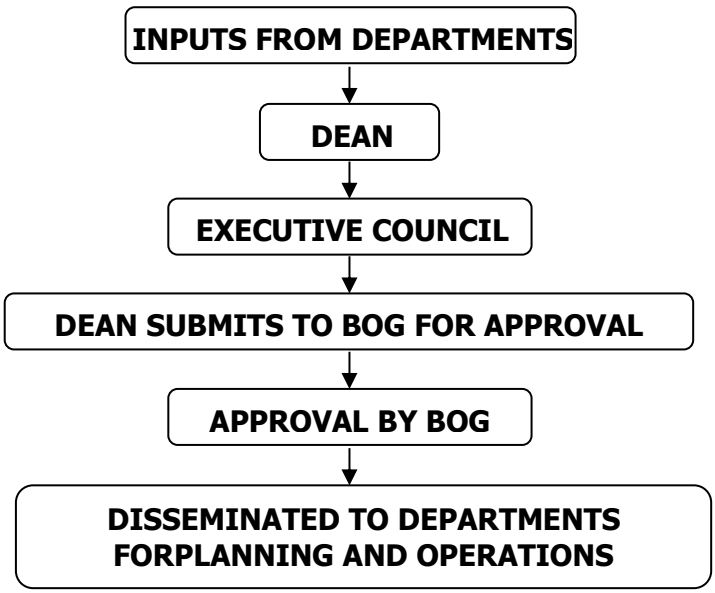
Student Services Department. The information is initially sent to Dean, which is then placed in the EC meeting for review which is forwarded to the BOG for approval. Upon approval by the BOG, Dean forwards the information to the departments for planning the operations.

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

iii. Process flow for formulating and amending Class Size Policy



The minimum and maximum class size for lecture and lab sessions for Core courses and Emphasis courses is given below:

Areas of study	Minimum class size	Maximum class size	
		Lecture	Lab session
Core courses	8	45	35
Emphasis courses	3	35	35

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DBA CLASS SIZE POLICY

A. Introduction

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.

Process flow for formulating and amending Class Size Policy

DOCTORAL PROGRESSION COMMITTEE SUBMITS AMENDMENT IN CLASS SIZE POLICY TO DEAN FOR APPROVAL

DEAN APPROVES AND AMENDED POLICY DISSEMINATED TO DEPARTMENTS FOR PLANNING AND OPERATIONS

Areas of study	Minimum class size	Maximum class size		
		Lecture/Seminar	Lab session	Dissertation Supervision
Course work	5	25	25	NA
Dissertation	1	NA	NA	4

ISSUANCE OF LETTERS / MARKS' TRANSCRIPT FROM SUC

1. **POSTPONEMENT POLICY (BBA & MBA)**
   Student may postpone a semester only once in an academic year and maximum twice during the graduation program. The postponement form should be filled within two weeks of commencement of a semester only under mitigating circumstances. After the postponement of the semester, the student can join back the Program in which case the new academic plan will be applicable. All postponements will be effective only after the applicable fee is paid.
   Postponement is not applicable for students under accelerated Program, SUC Visa / Visa Letter / Embassy Letter.

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PROCEDURE:

Step 1: Apply for postponement through the student portal within two weeks of commencement of semester
Step 2: Student will be called for a counseling meeting including the advisor, to assess the need for change and provide necessary guidance.
Step 3: The Application will be sent to Registrar & HASS for his approval
Step 4: Upon approval, applicable fees will be debited to the student account and deadline for payment is informed
Step 5: Student pays the amount debited to his account, if applicable
Step 6: Approved application will be forwarded to registration officer for postponing the semester for which a student is enrolled
Step 7: The status of the application will be communicated to the student, faculty, advisor and Head of Academics
Step 8: A revised graduation plan and invoice are issued to the student who postpones
Step 9: Application copy with approval status will be placed in the student file
Step 10: the student's name will be forwarded to the re-activation status sheet for the forthcoming semester for the follow-up

POSTPONEMENT POLICY (DBA)

A. POSTPONEMENT (ONLY APPLICABLE DURING COURSE WORK)

Student may postpone a semester only once in an academic year and maximum twice during the graduation program. The postponement form should be filled within two weeks of commencement of a semester only under mitigating circumstances. After the postponement of the semester, the student can join back the Program in which case the new academic plan will be applicable. All postponements will be effective only after the applicable fee is paid.

Postponement is not applicable for students under SUC Visa / Visa Letter / Embassy Letter.

PROCEDURE:

Step 1: Apply for postponement through the student portal within two weeks of commencement of semester

Step 2: Student will be called for a counseling meeting including the mentor, to assess the need for change and provide necessary guidance.

Step 3: The Application will be sent to Registrar for his approval

Step 4: Upon approval, applicable fees will be debited to the student account and deadline for payment is informed

Step 5: Student pays the amount debited to his account if applicable

Step 6: Approved application will be forwarded to registration officer for postponing the semester for which a student is enrolled

Step 7: The status of the application will be communicated to the student, faculty, mentor and Head of Academics

Step 8: A revised graduation plan and invoice are issued to the student who postpones

Step 9: Application copy with approval status will be placed in the student file

Step 10: the student's name will be forwarded to the re-activation status sheet for the forthcoming semester for the follow-up

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ATTENDANCE POLICY – BBA

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 for a student to appear for the main final examination in a course is 75% of the total credit hours.

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 below70% of the total hours allocated to a course with excused absence.

The student is responsible for all materials covered and announcements made during his/her absence. Students claiming excused 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.

i. 75 % attendance is a must to appear for the main final exam, exceptional cases will be considered only on approval by the Dean, Registrar & HASS.
ii. 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
iii. Student having attendance between 51 – 74% 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.
iv. Student having less than 50% are not eligible for the final exam or re-sit exam and has to repeat the course.
v. 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 REGISTRAR & HASS.
vi. Student can avail only one chance in an academic year for writing the re-sit exam due to low attendance.
vii. 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.
viii. This pending name will be forwarded to their respective advisor & to HOAE for the final counseling and update the status accordingly.

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ix. Incase 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.
x. 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.
xi. 5% of attendance is reserved to the academic advisory meeting with the advisor.

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.

ATTENDANCE POLICY – MBA

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 for a student to appear for the main final examination in a course is 70% of the total credit hours allocated to a course.

The SUC acknowledges that individual circumstances may prevent a student from attending class or classes. It is the SUC's policy to excuse the absence of students that result from the following causes: illness of the student, accident, death in family, an official out station trip in which case proof to be submitted to the SUC which includes copy of passport, air ticket and a letter from the company; participating in SUC activities, at the request of SUC 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 65% of the total hours allocated to a course with excused absence.

The student is responsible for all materials covered and announcements made during his/her absence. Students claiming excused 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.

i. 70% attendance is must to appear for the main final exam, exceptional cases will be considered only on approval by the Dean & Registrar.
ii. Maximum of 5% attendance is taken into consideration on the submission of valid proof within 5 working days to the Head - Admin & Exam Department
iii. Student having attendance between 51 – 69% will be allowed to attend the exam along with the resit examination subject to the committee's decision; however they are required to pay the resit exam fee and resit policy would apply for grade.
iv. Student having less than 50% are not eligible for the final exam or resit exam and has to repeat the course.

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v. The attendance of a student falling under mitigating circumstances due to some medical problem, death in the family, accident etc, will be considered on approval from the Registrar.
vi. Students can avail only one chance in an academic year for writing the re-sit exam due to low attendance.
vii. 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.
viii. This pending name will be forwarded to their respective mentor & to SSD for the final counseling and update the status accordingly.
ix. Incase 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.
x. 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.
xi. 5% of attendance is reserved to the academic meeting with the mentor.

ATTENDANCE POLICY – DBA

a. COURSE WORK

Attendance is mandatory in all the classes held during the conduct of a course during the course work period. 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 for a student to appear for the main final examination in a course is 70% of the total credit hours.

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 excused absence.

The student is responsible for all materials covered and announcements made during his/her absence. Students claiming excused absence must apply in writing and furnish documentary support of their assertion that absence resulted from one of the above causes.

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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.

- **xii.** 70 % attendance is a must to appear for the main final exam, exceptional cases will be considered only on approval by the Dean, Registrar & HASS.
- **xiii.** 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
- **xiv.** Student having attendance between 51 – 69% 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.
- **xv.** Student having less than 50% are not eligible for the final exam or re-sit exam and has to repeat the course.
- **xvi.** 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 REGISTRAR & HASS.
- **xvii.** Student can avail only one chance in an academic year for writing the re-sit exam due to low attendance.
- **xviii.** 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.
- **xix.** This pending name will be forwarded to their respective advisor & to HOAE for the final counseling and update the status accordingly.
- **xx.** Incase 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.
- **xxi.** 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.

SUC follows negative attendance system i.e., If a student's attendance is showing 25% or above absence, the student will be not allowed to appear for the final examination.

b. ATTENDANCE POLICY FOR DISSERTATION WORK

The doctoral candidate must consult the faculty supervisor once a week in a semester during the dissertation work and update the progress of the dissertation work

REPEATING COURSE POLICY – BBA, MBA & DBA

A student who scores less than 'A' grade in any course will be allowed to repeat that course and better of the two grades shall be considered for calculating the CGPA. A student is allowed to repeat the course only twice. Students who repeat the course will not be included in the toppers list.

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PROCEDURE:

Step 1: Apply for repeating course through the student portal within two weeks of commencement of semester

Step 2: Student will be called for a counseling meeting including the advisor, to assess the need for change and provide necessary guidance.

Step 3: The Application will be sent to Registrar & HASS for his approval

Step 4: Upon approval, applicable fees will be debited to the student account and deadline for payment is informed

Step 5: Student pays the amount debited to his account, if applicable

Step 6: Approved application will be forwarded to registration officer for postponing the semester for which a student is enrolled

Step 7: The status of the application will be communicated to the student, faculty, advisor and Head of Academics

Step 8: A revised graduation plan and invoice are issued to the student who postpones

Step 9: Application copy with approval status will be placed in the student file

II. REPEATING COURSE AND RE-SIT/MITIGATION FINAL EXMINATION (DBA)

A. REPEATING COURSES

i. A student who scores less than 'A' grade in any course will be allowed to repeat that course. In this case the better of the two grades shall be used for the purpose of CGPA calculation.

ii. A student is allowed to repeat the course only twice.

B. RE-SIT/MITIGATION FINAL EXAMINATIONS

i. Re-Sit Final examinations will be based on comprehensive syllabus.

ii. Re-Sit final examinations will be normally held after 1 week of declaration of first-sit results. Regular classes will not be suspended for such examinations.

iii. Only students with grade 'B' 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.

These examinations will be conducted as per the pre-released schedule.

Note : Repeating Course Policy for DBA is only applicable during Course work stage

CLASS ROOM ALLOCATION – BBA, MBA & DBA

The class room allocation details the courses conducted in which room during the semester. It contains the details such as Program, level weekdays and weekend.

v. Only Administration department is authorized to allocate class rooms.

vi. The class rooms are allocated by administration department for conduct of classes based on the student strength, level of study & other infrastructural requirements.

vii. The room allocation is communicated to all concerned departments like the maintenance department and computing department for making sure the necessary arrangements are made.

viii. If any department or faculty who needs the class room for a purpose other than conduct of normal classes, they should request the administration department. The administration will then allocate the classroom appropriately.

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CANCELLATION POLICY – BBA, MBA & DBA (ONLY APPLICABLE DURING COURSE WORK)

Cancellation is a process where a student willingly discontinues the graduation Program by cancelling his enrollment from the Program.

General cancellation procedure for Non-Visa students

Step 1: Apply for cancellation of registration through the student portal within two weeks of commencement of semester
Step 2: The student will be initially counseled to understand the student's need for cancelling the Program and extend appropriate guidance and assistance to help student continue the Program.
Step 3: If the counseling does not help the student, then he is sent for an exit interview with the Student Counselor and the report is sent to IR Office for further analysis
Step 4: Application will be sent to Registrar & HASS for approving the cancellation
Step 5: Upon approval, the form is sent to various departments for getting no dues clearance

1. Marketing & Registration Department for their comments.
2. Finance department for checking whether the student's account is cleared.
3. Library to check for any pending books to be returned.
4. Computing department will de-activate the portal and email address.
5. Human Resource Department for the verification of the student visa status.
6. Administration department for the comments and pass credit note if applicable.

Step 6: The form along with no due clearance is sent to Finance for determining the financial status of the student and make necessary collections / payments (Refund).
Step 7: Approved application will be forwarded to registration officer for cancellation of registration
Step 8: The cancellation status will be communicated to the student, faculty, advisor, Head of Academics and all concerned departments
Step 9: The form will then be returned to the administration department for updating student database.
Step 10: Cancellation form along with supporting documents shall be placed in the student file
Step 11: A cancelled student if he wishes to join back will have to undergo the process of re-registration

In addition to the above general cancellation procedure for Non-Visa students, the Visa students have to submit the following documents at the time of cancellation:

i. Emirates ID (Original)
ii. Passport
iii. Ticket Copy
iv. Visa Cancellation Letter from Immigration

In addition to the above general cancellation procedure for Non-Visa students, the Visa letter and Embassy Letter students have to submit the following documents:

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i. Visa Cancellation Letter from Immigration

Note : Cancellation Policy for DBA is only applicable during Course work

RE-ACTIVATION POLICY BBA, MBA & DBA

The students who are in the category of Postponement, Temporary Cancelation, not meeting the academic standing in a particular semester are required to re-activate by enrolling in the courses offered in the next semester.

Step 1: Student will fill up the re-activation form
Step 2: The student will be initially counseled for graduation plan and applicable fee
Step 3: Application will be sent to Registrar & HASS for approval of reactivation
Step 4: Head of Administration will issue new graduation plan and invoice to the student
Step 5: Approved application will be forwarded to registration officer for the re-activation.
Step 6: The student name will be forwarded to the concerned departments

2. POLICY ON SELECTION OF DEANS LIST & TOPPERS LIST (BBA & MBA)

i. DEAN'S LIST

Dean's list is a list of students who have achieved an overall CGPA 3.5 above in a particular semester completing minimum of 12 credits. This list is prepared by the administration at the end of each semester. Dean's list students will be awarded a certificate of appreciation.

PROCEDURE

Step 1: After the declaration of result in each semester, students with 3.5 and above CGPA are selected for the Dean's List
Step 2: Student should have completed minimum of 12 credits and should not have failed/repeated in any course or withdrawn any course
Step 3: Student should not have been penalized by DAC for any in disciplinary activities
Step 4: The list is sent to Dean for approval
Step 5: The list will be sent to computing Department for portal and plasma updates, advisor and faculty
Step 6: Enlisted students will be issued a certificate
Step 7: Copy of the certificate will be placed in the student file for records

ii. TOPPERS LIST

Toppers list is a list of students who have topped the respective major of the program in an academic year. Toppers will be awarded a certificate of appreciation and a cash reward as per the policy.

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PROCEDURE FOR YEARLY TOPPERS LIST

Step 1: After the declaration of result in each academic year, toppers in each major are identified based on the percentage
Step 2: Only students completing minimum 30 credits in an academic year can be considered for toppers list
Step 3: Students with TOC, Reactivation, failed /repeated, withdrawal and / or penalized by DAC for any indisciplinary activities are not eligible for the Toppers list
Step 4: The list is sent to Dean for approval
Step 5: The approved list is sent to Finance for completing formalities towards awarding merit based scholarships
Step 6: The list will be sent to computing Department for portal and plasma updates, advisor and faculty
Step 7: Enlisted students will be issued a certificate
Step 8: Copy of the certificate will be placed in the student file for records

PROCEDURE FOR OVERALL TOPPERS LIST / AWARDS

Step 1: Toppers in each major are identified based on the percentage after completing the Graduation requirements
Step 2: Students with TOC, Reactivation, failed /repeated, withdrawal and / or penalized by DAC for any indisciplinary activities are not eligible for the Toppers list
Step 4: The list is sent to Dean for approval
Step 5: The approved list is sent to Finance for completing formalities towards awarding certificates, shields and discount offer letters for pursuing higher studies
Step 6: The list will be sent to computing Department for portal and plasma updates, advisor and faculty
Step 7: Enlisted students will be awarded a cash prize, certificate and a certificate during Graduation Ceremony
Step 8: Copy of the certificate will be placed in the student file for records

3. **PROGRESSION & RETENTION POLICY**

Progression is an indication of semester wise academic progress of the student based on successful completion of qualitative and quantitative requirement in each semester, failing which the student is retained in the semester and is not allowed to progress to the next semester as per academic standing policy.

POLICY ON DOUBLE DEGREE – BBA

Students in good academic standing in the current program of study with a Cumulative Grade Point Average (CGPA) of 3.0 or above, are eligible to earn a second Majors degree. In order to earn double degrees, a student is required to complete a total of 141 (120 + 21) credit hours.

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Worked out example:
A student enrolled in Bachelor of Business Administration (BBA) program specializing in Travel and Tourism Management in Fall' 2006. The student fulfills the graduation requirements of BBA in Travel and Tourism Management specialization upon completing 120 credit hours with a CGPA of 3.0 or above.

In this scenario, the same student could complete an additional 21 credit hours of another 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 second degree at the SUC.

The total of 141 credit hours has the following breakdown:	
General Education requirement	36 credit hours
Business Education requirement	63 credit hours
Major requirements (for the first degree)	21 credit hours
Major requirements (for the second degree)	21 credit hours
Total requirements	**141 credit hours**

Petition for a Double Degree

i. Student should have a good academic standing (typically a CGPA of 3.0 in the end of junior level or upon completion of a minimum of 90 credit hours in the program) at the time of petition.
ii. Student should obtain permission from the academic advisor and Dean in the appropriate forms of petition.
iii. Student will not be allowed to cross the limit of stipulated academic load in a given semester for the purpose of completing the additional credit required for the award of double degree.
iv. Students are required to meet additional financial liabilities pertaining to this petition.
v. Students are required to maintain the CGPA level of 3.0 in the rest of program till graduation. In case student performance drops down below CGPA of 3.0 at any point prior to graduation, the student is required to meet the academic advisor, the DEAN and administrative personnel to seek appropriate advise in the process of reviewing and improving the academic standing and progression.
vi. Any registration towards earning additional credit hours for the purpose of obtaining a double degree will be permitted only upon completion of 120 credit hours of the main program in which he/she is currently progressing.

PRIVACY POLICY (BBA / MBA/ DBA)

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:

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i. Founder President & COEC.
ii. Dean, EC and Head of Academics
iii. CAA & MOHSER Officials
iv. Another University / College where student might be interested in joining, on student's request.
v. Person(s) or organization(s) providing financial support
vi. Accreditation Agencies
vii. Judicial Orders
viii. 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.

Security in SUC looks after the SUC premises and ensures the safety of the faculty members, staff and student. The Security personnel reports to the Head of Finance Department. The Maintenance department is responsible for allocation of work to the security personnel. The students, faculty members and staff members are issued car stickers to avail the car parking facility in the SUC campus. This also helps the security to check the entry of vehicles upon entering the main gate and allow them after appropriate screening for security purpose. Every car without a sticker will be checked upon by the Security personnel while entering the main gate. Everyone one who receives the car sticker, should place it on the dashboard and follow directions provided by the security guards at all times within the campus boundary.
The main functions of the Security Department in the SUC are:

Security At Gate

vii. Registering all in/out visitors' details of the university in the register log book.
viii. Make sure that only faculty, student & staff car which is having skyline stickers is allowed to enter and stay inside the university premises.
ix. Maintain strict timings for opening and closing the gate in the morning and night
x. Note down properly the timings of in/out of skyline transport
xi. Inform administration on any delay of transport
xii. Guide proper parking place to the visitor

Security inside the premises

xiii. To ensure that all students in the SUC are attending classes, when classes are in progress.
xiv. To keep a strict vigil in the campus by taking timed rounds of the university.
xv. To question students thoroughly whenever they are caught indulging in indiscipline.
xvi. To check the ID cards of the students randomly.
xvii. To report to the administration department any untoward incident which takes place in the campus
xviii. To ensure all movable and immovable assets of the university are well protected.

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xix. To ensure student discipline is maintained at all times.
xx. To ensure that students are not moving as couples
xxi. To restrict the speed and movement of vehicles in restricted area inside the campus and ensure systematic parking systems.
xxii. To ensure authorized personnel and bona-fide students only use the SUC facilities. Conduct periodic checks of entire campus.
xxiii. To control movement of student transports, as well as, safe embarking and disembarking of students from buses.
xxiv. To control the entry of students into examination rooms - collect relevant entry slips.
xxv.

I. SAFETY

It is imperative that the SUC provides a safe and conducive environment to everyone working and studying in it or visiting it, besides ensuring safety of its records, documents and property-moveable and immoveable.

A. Fire Prevention Measures

1. It is of utmost importance to be aware of conditions that may cause a fire emergency and thereby endanger the safety of occupants in the workplace. The major causes of fire at the workplace include overloaded electrical outlets and extension cords, misuse of electrical items, mishandling of flammables, improper storage of combustibles, unsupervised cooking and improper disposal of smoking materials on campus grounds. Implementing fire prevention measures is the key in an attempt to insure one's personal safety and safety of officemates.

2. In case of a fire, emergency, serviceable fire extinguishers have been positioned at accessible locations. The SUC is well equipped with the automated fire system which is frequently monitored by the local fire department authorities. Frequent examinations are carried out by the authorities to test the fire system during emergencies. The SUC also provides information to employees and students on fire related issues and advice on fire prevention requirements as well as current fire protection practices.

B. Fire Preventive Awareness

1. To bring awareness about dos and don'ts in the event of fire through notices.
2. Encourage occupants to actively participate in fire prevention awareness programs.
3. Regularly observe all exits to keep them clear of obstructions at all times.
4. Report any tampering with the fire alarm, smoke.

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5. Inspection of offices for overloaded circuits, frayed or damaged electrical cords, improperly used extension cords, improperly used appliances.
6. Forbid the use of open flame devices for any purpose in the SUC.
7. Respect the "No Smoking Policy" in all SUC facilities.

i. Safety precautions for Exits and Pathways

1. Exits, stairways and passageways leading to and from exits must be kept free of obstructions at all times. Furnishings, decorations, combustible objects, or inflammables must not block exits, access to exits. Dispose of all trash as soon as possible in trashcans or dumpsters. Waste materials must never be piled in corridors or stairways while awaiting removal.
2. Inflammable and combustible materials must be placed in an approved storage area.

ii. ELECTRICAL WIRING AND APPLIANCES

Maintenance Department should periodically inspect all electrical equipment and cords to ensure proper use and safe conditions. Properly ensure all electrical equipment is properly grounded. If any evidence is found of frayed, cracked or damaged wiring or electrical outlets, the equipment affected should be taken out of service until repairs are made. During weekends or holidays all office electrical equipment's should be switched off.

iii. FIRE SAFETY INSPECTIONS

The SUC is frequented by the Civil Defense authorities for safety inspections. All facilities and hazard prone areas are visited and sufficient advices are imparted during such reports. Fire Inspection is done to:

1. Buildings
2. Campus Equipment's
3. Fire protection and suppression systems

iv. FIRE HAZARD IDENTIFICATION

All fire prone areas are frequently checked by the SUC maintenance department and the civil authorities and information is exchanged as to the preparedness during any eventualities.

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DISCIPLINARY POLICIES (BBA/ MBA/ DBA)

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

i. Any misbehavior or misconduct, which may distort the image of the SUC.
ii. Misconduct in classroom, computer lab, or library.
iii. Any insult to faculty or staff members.
iv. Any damage to SUC property.
v. Any misconduct during exams.
vi. Moving around as couples.
vii. Dress code
viii. Fighting.
ix. 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
ii. One faculty member teaching the student who has been called for hearing
iii. Dean
iv. Registrar & HASS
v. Head of Student Affairs
vi. The Advisor [BBA] of the student
vii. Class Representative
viii. 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

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

CREDIT HOURS

Credit hours refer to one lecture hour of contact time with the students, a minimum of 3 lecture hours lasting for fifteen [15] weeks amounts to 45 lecture hours. Each lecture hour is supplemented by two hours of practical study per week [laboratories, training, workshop, etc.]. The lecture hour also includes all the assessment time in class activities and exercise. Each academic year consists of two semesters and each semester consists of 15 weeks.

SUC may arrange for a summer semester, which is a 13 weeks. During the summer session, a student can earn a maximum of 12 credits.

FULL TIME STUDENT

PERIOD OF STUDY – BBA

Students enrolled for a BBA Program must complete their program within 180 credits. This means a student can attempt a maximum of 180 credits to earn 120 credits required for graduation within a maximum duration of 72 months.

PERIOD OF STUDY – MBA

Students enrolled for a MBA Program must complete their program by earning 36 credits in 18 months time. The maximum credit a student can appear for graduating is 54 credits (i.e.36+18) credits within a maximum duration of 27 months (i.e. 18+9) months.

PERIOD OF STUDY – DBA

Students enrolled for a DBA Program shall complete credits as follows:

- Minimum Study period – 4 years (48 months)
    - Course work 2 years (24 months)
    - Dissertation 2 years (24 months)
- Maximum Study period – 6 years (72 Months)
    - Course work 3 years (36 months)
- Maximum Credit for program completion
    - 90 Credits

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STUDENT EVALUATION AND GRADING – BBA

A. STUDENT EVALUATION & GRADING SYSTEM

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

GPA/SCGPA /CGPA Calculation

Grade Points		Credit Hours		Total
A – 4	x	3	=	12.0
B+ – 3.5	x	3	=	10.5
C+ – 2.5	x	3	=	07.5
D – 1	x	3	=	03.0
F – 0	x	3	=	00.0
		15		**33.0**

GPA/CGPA/SGPA = Grade Points x Credit Hours / Total Credit Hours

= 33 / 15 = 22

CGPA = **22** **'C'**

GPA – Grade Point Average

CGPA – Cumulative Grade Point Average

SGPA – Semester Grade Point Average

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STUDENT EVALUATION AND GRADING – MBA

B.

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
W			Withdrawal
I			Incomplete

GPA/SCGPA /CGPA Calculation

Grade Points		Credit Hours		Total
A – 4	x	3	=	12.0
B+ – 3.5	x	3	=	10.5
C – 2	x	3	=	06.0
Cumulative Score for 9 credits				**28.5**

GPA/CGPA/ SGPA	(Grade Points x Credit Hours) ÷ Total Credit Hours
GPA/ CGPA /SGPA	28.5 ÷ 9
CGPA	**3.16**

STUDENT EVALUATION AND GRADING – DBA

C.

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**	**2.50**	Pass
F	**Below 75**		FAIL
I	Incomplete		
W	Withdrawal		

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GPA/SCGPA /CGPA Calculation

Grade Points		Credit Hours		Total
A – 4	x	3	=	12.0
B+ – 3.5	x	3	=	10.5
B – 3	x	3	=	9.0
		9		**31.0**

$$\text{GPA/CGPA SGPA} = \frac{\text{Grade Points x Credit Hours}}{\text{Total Credit Hours}}$$

$$\text{GPA/CGPA/SGPA} = \frac{31.5}{9} = 3.5$$

CGPA = 3.5

GPA – Grade Point Average

CGPA – Cumulative Grade Point Average

SGPA – Semester Grade Point Average

GRADE POINT AVERAGE [GPA] – BBA & MBA

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 if student's GPA falls below the minimum requirement.

ACADEMIC STANDING POLICY – BBA (ACADEMIC PROGRESSION POLICY)

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:

i. **QUALITATIVE REQUIREMENTS (QUALITY OF ACADEMIC WORK COMPLETED)**

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Table – 1

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

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

ii. 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+, C, D+ or D. For Capstone courses, a student needs to receive a minimum of 2 on a scale of 4.

For calculating the completion rate of academic work, 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.

a. 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.

b. 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].

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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 & Examination 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:

Suspension 1

i. **Case 1**

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

ii. **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.

iii. **Case 3**

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

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.

i. **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.

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ii. **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.

ACADEMIC STANDING POLICY – MBA (ACADEMIC PROGRESSION POLICY)

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:

iii. **QUALITATIVE REQUIREMENTS (QUALITY OF ACADEMIC WORK COMPLETED)**

Table – 1

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.

iv. **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 3 CGPA on a scale of 4.

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.

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1. **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.

2. **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.

3. **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.

ACADEMIC STANDING POLICY – DBA (ACADEMIC PROGRESSION POLICY)

All students enrolled in SUC shall be monitored very carefully for the qualitative and quantitative requirement for satisfactory academic work completed during their course work stage at SUC. The student's progression will be determined based on the satisfactory academic performance at the end of second semester as per the following table:

i. Qualitative Requirements (Quality of Academic Work Completed)

Depending on the number of credit hours attempted, the student is expected to maintain a Cumulative Grade Point Average as per the table below:

Table – 1

S. No.	Minimum Credit Hours Attempted	Minimum CGPA
1	1 – 12	2.25
2	13 – 18	2.5
3	19 AND ABOVE	3

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ii. 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+.

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.

1. **GOOD STANDING**

   Students will be placed on good standing once he/she achieves the CGPA as per the above table by repeating the respective courses and will be state as normal student only once he/she achieve the CGPA requirements as per the above table.

2. **PROBATION**

   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.

3. **SUSPENSION**

   In case the student is unable to improve the performance in spite of the probation, he/she will be placed on academic suspension. 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 as per the policy. The suspension period must be used for extra help to the student in form of tutorials to achieve 'Good Standing'.

4. **DISMISSAL**

   In case the student has not achieved 'Good Standing' after the suspended semester, the student shall be dismissed from the DBA program.

Academic Standing during Dissertation Stage

Student must complete 100% of course work with overall CGPA of 3.0 on a scale of 4.0 to embark upon dissertation work. The dissertation supervisor will be responsible for monitoring the progression of the dissertation work as per the milestones mentioned in the Course Definite Document. In case the student is not reaching the milestones as per the schedule, the supervisor shall have to take necessary action to bring the progression in line with the requirement and notify the doctoral progression

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committee; as such the maximum time for completion of dissertation shall have to be maintained within the time frame.

On completion of dissertation work and receiving positive feedback from the evaluators, the candidate will be permitted to appear for the defense seminar. On the approval of DBA requirements by the doctoral committee, the candidate will be recommended for the award of DBA.

ACADEMIC INTEGRITY – BBA & MBA

i. Procedures And Disciplinary Actions For Plagiarism And Other Academic Offences

The following are the academic offenses recognized by the SUC and could have been committed at any level of BBA program and for all academic activities including assessments, midterm and final examination.

Plagiarism

1. Paraphrasing materials or ideas of others without identifying the sources.
2. Using sources of information (published or unpublished) without identifying the source.
3. Directly quoting the words of others without using quotation marks or indented format to identify them.
4. Detection of such plagiarism based on plagiarism software is also included.

ii. Presenting False Credentials

Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates.

iii. 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.

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iv. 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.

v. 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.

vi. 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.

vii. 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.

viii. 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 Dean. The Dean in consultation with Registrar & HASS & 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.

ix. Inquiry Case of Suspected Academic Offenses (As Defined Above)

1. When a student is suspected of academic offenses, the Administration department arranges an investigatory interview by an investigating team appointed by Dean. The minutes are recorded by a member of the investigating team.
2. The allegation is fully explained and the student is allowed to have his/her say to defend himself / herself and explain the situation.
3. The investigating team will submit its recommendation along with the minutes of investigation interview to the office of Dean & Registrar & HASS.
4. The Dean in consultation with Registrar & HASS & Head – Admin will advise appropriate action, based on recommendation of the

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investigating team. The decision of the Dean cannot be challenged or reviewed

5. Unfair means students will not be included in the toppers or Dean's list.
6. Report will be placed in the student file and it will be communicated to faculty, advisor and Head of academics

x. The Following Are The Courses Of Action That May Be Recommended 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 are 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.

III. ACADEMIC INTEGRITY POLICY FOR COURSE WORK (DBA)

xi. Procedures And Disciplinary Actions For Plagiarism And Other Academic Offences

The following are the academic offenses recognized by the SUC and could have been committed at any level of DBA program and for all academic activities including assessments and final examination.

Plagiarism

5. Paraphrasing materials or ideas of others without identifying the sources.
6. Using sources of information (published or unpublished) without identifying the source.
7. Directly quoting the words of others without using quotation marks or indented format to identify them.
8. Detection of such plagiarism based on plagiarism software is also included.

xii. Presenting False Credentials

Is an act of submitting misleading certificates / documents / information like presenting false medical excuses; change of identity; presenting falsified certificates.

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xiii. Cheating

9. Using material not permitted by the faculty during exams, including stored information on electronic devices.
10. Copying answers from another student on exams or assignments.
11. Altering graded exams or assignments and submitting them for re-grading.
12. Submitting the same paper for two classes.
13. Altering exam answers and requesting that an exam be re-graded.
14. Cooperating with or helping another student.
15. Fabricating information such as data for a computer lab exam.
16. Other forms of dishonest behavior, such as having another person take an exam in your place.

xiv. Facilitating Academic Dishonesty

4. Allowing another student to copy an assignment or problem set that is supposed to be done individually.
5. Allowing another student to copy answers during an exam.
6. Taking an exam or completing an assignment for another student.

xv. Collusion

3. The work that has been done with others is submitted and passed off as solely the work of one person.
4. Working with others without permission from your faculty to produce work which is then presented as your own independent work.

xvi. Fabrication of Data

3. The falsification of data, information, or citations in any formal academic exercise.
4. 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.

xvii. 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.

xviii. Sabotage

Acting to prevent others from completing their work. This includes cutting pages out of library books or willfully disrupting the experiments of others.

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All the above defined academic offenses should be reported by the concerned faculty to the Dean. The Dean in consultation with Registrar & HASS & 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.

xix. Inquiry Case of Suspected Academic Offenses (As Defined Above)

7. When a student is suspected of academic offenses, the Administration department arranges an investigatory interview by an investigating team appointed by Dean. The minutes are recorded by a member of the investigating team.
8. The allegation is fully explained and the student is allowed to have his/her say to defend himself / herself and explain the situation.
9. The investigating team will submit its recommendation along with the minutes of investigation interview to the office of Dean, Registrar & HASS and Doctoral Committee
10. The Dean in consultation with Registrar & HASS and Doctoral Committee will advise appropriate action, based on recommendation of the investigating team. The decision of the Dean cannot be challenged or reviewed
11. Report will be placed in the student file and it will be communicated to faculty, mentor and Head of academics

On inquiry, if the suspected academic offense is proved, the student will be debarred from the Program.

MONITORING AND ENFORCING DISSERTATION INTEGRITY

In addition to the academic integrity policy mentioned above, the following will apply for maintaining dissertation integrity.

Self-declaration by the students:

The primary responsibility of maintaining academic integrity lies with the student.

Approval by the faculty Supervisor at each milestone:

All submissions will be tested for academic integrity by the faculty supervisor and approvals for submission will be permitted. In case, any lack of academic integrity is observed, the supervisor refers the case to the doctoral progression committee for their decision.

Warning

Taking note of the issue of integrity at dissertation stage of DBA, Doctoral Progression Committee is authorized to issue warning and directing the student to revise the work and resubmit. In case of repeated violation of norms of integrity, the student shall be dismissed from the DBA Program.

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DISSERTATION / INTERNSHIP STUDENT ALLOCATION – BBA

The administration department prepares the list of eligible students enrolled in Dissertation and Internship courses according to their area of major and the list is send to HOA for allocation of supervisors. The approved list is maintained in records.
Allocation is done based on the faculty expertise and the major selected by the students.

Refer "Dissertation/ Internship policy" for further details.

DISSERTATION POLICY – BBA

i. Introduction

Dissertation is an integral part of the curriculum in BBA program. The objective of Dissertation is to enable the student to conduct an independent research on a business problem. The dissertation trains the student to understand the various conceptual frameworks, models and the tools & techniques of research that are used in conducting a business research. It prepares the students to review literature, formalize a proposal, define objectives, collect data, analyze and report the findings.

ii. Offering of the Dissertation

The Dissertation is a 3 credit course offered at the Senior Level. The Dissertation course is offered to students who meet the qualitative and quantitative requirements of the academic standing and must have completed the prerequisite course on 'Business Research Methods.

iii. Procedure for offering Dissertation

All the Senior Level Students who are eligible are issued a letter of offering this course containing the details of duration of the course, last date of submission, the name of the supervisor, date of viva and minimum attendance required.

iv. Allocation of Supervisors

Students are allocated Supervisors according to their respective areas of 'Major' and the area of major of the supervisor. The workload for faculty members assigned with Dissertation Course is calculated as given in the table below. Academic Workload Credit for Dissertation Supervising Student Faculty Members in a 3-credit-hour course is 0.25 Workload credit per student enrolled (12 students enrolled in a 3-hour student teaching course = 3 academic workload credits)

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INTERNSHIP / INTERNSHIP PROJECT POLICY – BBA

The internship program of Skyline University College assists students to work and learn in a professional environment and get prepared for embarking on employment careers. The internship facilitate students to be able to apply the knowledge gained in the classrooms in a work setting, this process enriches student learning experience and helps them transit into the work world. It helps students develop a better understanding of work ethics, discipline, reporting system and team work in a work place of their major. The internship has a clear objective for student to gain from the experience.

i. To assess opportunities and apply knowledge gained during the study period in the program

ii. To cope up with various skills, competencies and responsibilities to meet industry expectation.

iii. To understand the organization culture, behavior, job requirement, soft skills and problem solving approaches used in real work situation.

The process of arranging internship

i. To receive complete list of internship requirement for eligible student from Administration & Examination Department
   a) Major wise
   b) Contact Details (Mobile, Personal Email and Official & Fax)
   c) Name with clear passport size photographs
   d) Photocopy of Passport copy with VISA page
   e) Photocopy of UAE National ID
   f) Letter of consent and compliance from the student
   g) Updated CV/Resume
   h) Contact details of SUC supervisor

ii. To coordinate in developing e-brochure for prospective students containing the photograph, personal, qualification, experience detail and supervisor contact details.

iii. To mail the e-brochure to the prospective employers / industry for internship.

iv. On receipt of acceptance/consent from respective industry the intimation send to Administration & Examination Department.

v. Head of Administration & Examination Department completes the registration formality and issues letters of internship.

vi. In-house orientation for intern by coordination with Corporate Affairs Office, Head of Administration Department & SUC's Supervisor, and Experience sharing from students already placed.

vii. Head of Administration & Examination Department to compile list of intern joined the organization.

viii. SUCs supervisor to monitor the progress of inter and appraise office of corporate affairs.

ix. In case student does not join or discontinue, it is the sole responsibility of student to find organization for their internship. Corporate office is not held responsible for arranging second opportunity.

x. Students intern are required to submit internship Project report to Head of Administration & Examination Department.

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xi. Head of Administration & Examination Department to send details of organization where internship has been organized during semester.

Corporate affairs office to be sent thanks letter to concerned people in organization where internship completed.

GRADUATE COMPLETION POLICY

GRADUATION REQUIREMENT – BBA

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 [CGPA of 2 on a scale of 4]
v. Recommended for graduation by Graduation Board

GRADUATION REQUIREMENT – MBA

A student will be awarded the Masters of Business Administration 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 36 credit hours
iii. The number of credit hours as specified in the field of emphasis
iv. Achievement of CGPA not less than 3.00 in the following:
   a. Overall 36 credits earned
   b. Emphasis Courses
   c. Capstone course [CGPA of 3 on a scale of 4]
v. Recommended for graduation by Graduation Board

GRADUATION REQUIREMENT – DBA

A Student will be awarded the DBA 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 24 credit hours course work with 3.0 on a scale of 4.0
iii. The successful completion of 36 credit hours Dissertation
iv. Publication of at least one research paper in peer reviewed journals
v. Recommended for graduation by Doctoral Board

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PROVISIONAL GRADUATION CERTIFICATE

Provisional certificate is the letter containing the successful completion of the graduation requirement by the student; it is issued to serve an interim purpose before the award of the degree on the graduation ceremony. The provisional certificate is valid for 1 year from the date of issue.

Procedure for application of provisional certificate

Step 1: Student to submit an Application along with the necessary fees

Step 2: Clearance form signed by all the departments to be submitted

Step 3: Registrar & HASS audits the graduation candidacy sheet

Step 4: Upon clearance and authentication the Registrar & HASS signs the letter

Step 5: Administration Informs the student the status of the letter within 48 hrs.

Step 6: Signed copy of the letter is filed in the student file.

GRADUATION BOARD

The Graduation Board consists of Dean, HQA, HOA, Registrar & HASS 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.

GRADUATION HONORS – BBA

Upon meeting the BBA 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

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GRADUATION HONORS – MBA

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:

Cum Laude	An average of 3.70 – 3.79
Magna Cum Laude	An average of 3.80 – 3.89
Summa Cum Laude	An average of 3.90 or higher

GRADUATION HONORS – DBA

GRADUATION CEREMONY – BBA, MBA & DBA

i. Students who are approved by the graduation board are awarded the degree during the graduation ceremony.
ii. Administration prepares the list of students who have successfully completed the degree.
iii. Administration arranges the degree according to the list and the students are given a graduation number according to the list.
iv. The same is handed over to the student during the ceremony.
v. Attestation chip fees is applicable

Graduation fee as applicable by Finance department

STUDENT DRESS CODE

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IV. EXAMINATION

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EXAMINATION PROCEDURE

i. Exams

A. The institutional calendar is the source of drawing exam schedule, examination section follows the exam schedule for midterm and final exam

B. Administration department announces semester-wise Mid-Term and Final Examinations schedules by the first week of the start of each semester.

C. The schedules will be available on the Examination Notice Board as well as on the student portal.

D. As per the exam schedule the faculty is informed about the submission of question papers, this is done 3 weeks in advance.

E. Each faculty member is required to submit two sets of question papers one for the main exam and one for the mitigation exam.

F. 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.

G. Registrar & HASS is responsible to keep the question papers under safe custody till the exam is conducted.

H. Examination section will get the list of subject experts for quality check from the Dean's office.

I. Examination section arranges quality check in Registrar & HASS's office for each of the subject expert. The Dean ratifies the comments.

J. 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

K. The subject expert finalizes the question paper to be administered, Dean gives his consent.

L. 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.

M. The approved question paper by quality expert and Dean is formatted for exam.

N. All the approved papers by the Dean are printed 48 hours before the exam; sets are packed in envelope and are handed over to the Registrar & HASS for security and safety.

O. All the experts are required to keep strict confidentiality of the exam papers

P. On the day of the exams the sealed papers are handed over to the invigilators 15 minutes before the exam.

Q. 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 under Mitigating circumstances

1. Re-Sit Final examinations will be based on comprehensive syllabus.
2. Re-Sit 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. Re-sit will be granted only to students who apply for mitigation fall within the framework of mitigation criteria
4. These examinations will be conducted as per the pre-released schedule.

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iii. Eligibility of the student to appear for exam:

1. Administration finalizes the list of eligible students for the exam based on meeting 70% of attendance as per policy.
2. Cases with exemptions are discussed with the Dean, Registrar & HASS. Dean 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 if 65% of attendance is met
3. Students who have 65% percent of the attendance & exemptions approved by Dean 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.

ii. Hall ticket

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

Process of preparation of student for hall ticket:

i. Student attendance list is presented to the committee 2 weeks before the examination
ii. List will be reviewed by the committee based on the attendance percentage
    i. Between –ve 1 to –ve 25
    ii. Between –ve 26 to –ve 30
    iii. Between –ve 30 to –ve35
    iv. Above –ve 36
iii. Admin will present all the attendance mitigation to the committee
iv. Case will be reviewed by student by student and committee will decide the stop students list for the exam as per SUC policy
v. The stopped students will be removed from the exam list and others will be printed
vi. Stopped students list will be displayed in the notice board for the student information.

General Instructions For Candidates During Examination

i. 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.

ii. No student shall be permitted into the Examination hall/room without the Examination Entrance Slip and Student Identity Card.

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iii. 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.

iv. Students must sit for their examination at the desk bearing their number only.

v. Students must bring their own Pen, Pencils, Erasers, pencil-sharpeners, and Calculators. Borrowing these things from others will not be allowed.

vi. Students should deposit the mobile phones, pagers and handbags at the designated room before entering the Examination hall/room.

vii. Language dictionaries [book] may be allowed but will be checked by invigilators for notes. Electronic language dictionaries/translators will not be allowed.

viii. Students will be permitted to enter the Examination hall and occupy their seats 15 [Fifteen] minutes prior to the start of the examination.

ix. 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.

x. Students can leave the examination hall only after 30 minutes from the starting time if they complete their exam.

xi. 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.

xii. 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.

xiii. 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.

xiv. 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.

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A. Students are strictly restricted from the following:

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

MITIGATING CIRCUMSTANCES POLICY – BBA & MBA

4. MITIGATING CIRCUMSTANCES POLICY

i. 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 Registrar & HASS and will be assessed after discussion with Dean & concerned faculty.

ii. 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 Registrar & HASS 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.

iii. 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.

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Plea for consideration of mitigating circumstances will be forwarded to Head – Admin Department along with necessary documentary evidence.

The Head – Administration along with Registrar & HASS 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 Haj)

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.

MITIGATING CIRCUMSTANCES POLICY FOR COURSE WORK (DBA)

iv. 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 Registrar & HASS and will be assessed after discussion with Dean & concerned faculty.

v. 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 Registrar & HASS 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.

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vi. 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 Registrar & HASS 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.

Mitigation policy to excuse the absence of students that result from the following causes only

5. Accident
6. In case of death of Immediate Family Member
7. Hospitalization of self
8. Religious (Only for Haj)

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.

APPEAL AGAINST MARKS / GRADES AWARDS – BBA, MBA & DBA (COURSE WORK)

i. Grounds Of Appeal

The student may appeal ONLY against the marks/grade awarded in a course under the following circumstances.

1. Procedure is not in accordance with the current approved regulations.
2. Material and significant administrative error has taken place.
3. Unfair discrimination
4. Inconsistency of the decision
5. Disagreement with marks or a grade cannot itself constitute ground for appeal.

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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.

ii. Time Duration of Appeal

An appeal must be logged with the office of Head - Admin & Exam department within five working days of communication of a result. The appeal addressed to the Head - Admin & Exam department must be in form of written letter explaining – the appellants, case and highlighting the grounds on which the appeal is being made. Documentary evidence if available must be enclosed to support the appellant's case.

1. 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. Dean
b. Registrar & HASS
c. Head of Academics
d. Head – Admin & Exam Department
e. Advisor
f. Faculty Concerned
g. 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 though 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.

PREPARATION OF TRANSCRIPT AND AWARDS

i. Awards

Examination Department will make arrangements to process Bachelor/ Master Degree awards once confirmed by an award board and will normally be available for collection by graduates within one month of confirmation of an award.

The awards will be awarded in a presentation ceremony which will be held once in one academic year. Students qualifying for awards at a time other than the graduation ceremony may collect their awards from the examination office.

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ii. COMPILING, RATIFICATION OF RESULTS & AWARDS BY AWARD BOARD POLICY

Constituting Award board of examiners will be the responsibility of Dean, normally consist of the following members:

1. Dean
2. Registrar & HASS
3. Head of academics
4. Chair of Faculty advisor
5. Recording Secretary – normally from the Examination Department to record minutes

At least 3 members besides the chair are required to be present to constitute a quorum for award board of examiners meeting.

The award board of examiners based on the academic profile of students presented to it will decide progress and awards as per the progression and award policies of the SUC.

The award board reserves the right to recommend and implement extra ordinary progression rules if it deems necessary in the best interest of the student. Such actions of the award board cannot be reviewed or challenged. Chairs action will ratify progression after re-sits based on recommendations of the initial award board.

iii. Compiling Of Results

The Result board authorizes examination department to compile the result for midterm and final results during the semester. The midterm results are declared based on the compilation of the result of that component alone. The final exam result is processed based on the grades of all the continuous modes of assessments plus midterm result and the final exam scores. The exam result board meets twice during a semester once during the declaration of midterm exam and once at the time of declaring the final result. The compilation of the result is carried out based on the marks entered as per LO weights set for respective components by the faculty during the semester.

1. Pre-determined LO marks entered for each continuous assessment mode as per CDP is selected
2. Percentage of attendance marks is compiled
3. Class participation marks are compiled
4. Midterm marks are compiled
5. Case study / assignment /project work mark is compiled
6. Final exam result from the scantron / ERP is compiled
7. Final result is compiled prorated to 100 percent
8. Grades are finalized as per the academic policy of grades defined
9. Result is moderated if required in consultation with the faculty
10. Final result is reviewed by the board and approved for declaration

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11. Results are posted in the portal so that each student can access his result
12. Privacy policy is adhered to
13. Re-sit results are declared

iv. General Moderation of result:

Moderation of result is carried out under the following conditions:

1. When the general result in the continuous mode of assessment is good and the final exam result is weak
2. When the majority of the cohort has performed below the class average in the final exam
3. Time to solve the question paper is inadequate
4. When majority of the students have scored less than pass grade marks
5. When the faculty recommends moderation

Specific moderation of result:

1. When a continuously good performing students in all the courses fails only in one or two component of the exam and if the faculty recommends moderation the board may consider
2. When a continuously good performing students have good grades in continuous mode but are falling short of the good grade in final exam and if the faculty member recommends for moderation, award board may consider
3. Due to illness or unfortunate event in the home front the student has not performed well in the final exam but has a very good standing in the continuous mode of assessment and if the faculty recommends the board may consider for revision

v. Award Board

An award board of examiners will normally constitute of the following members:

1. Dean
2. Registrar & HASS
3. Head of academics
4. Course teacher
5. Recording secretary – Normally from the examination department to record minutes

Award board will be held after the finalization of results for courses at the end of each semester. The board besides ratification of course results reserves the right to condone failures based on recommendation of subject tutors and members present. The condonement if any recommended and agreed to by award board cannot be subject to review or challenged. All deliberations in award board must be recorded (minutes). Chairs action will ratify results after re-sit assessments based on the recommendation of the initial award board.

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TRANSCRIPT POLICY

i. Transcripts

Transcripts can be issued only after marks/grades have been ratified by subject/award board of examiners. Normally transcripts will be issued after the end of each academic year to students.

All the students who has submitted clearance form signed from all the departments are eligible to taking the transcripts.

Transcripts are issue that any time on requests received from students on payment of necessary fees.

1. All the transcripts issued from the SUC will have hologram and Registrar & HASS signature and seal, any transcript will be invalid without hologram.
2. Transcript can be issued only to the students those who have completed the graduation requirement as per the graduation policy
3. When a student is pursuing higher studies in other universities and the university requires SUC to directly submit the transcripts to university/college
4. When any external authorized verification agencies / from employer requires SUC to directly submit the transcripts to them
5. When a student request for transfer admission for any other university
6. When a student cancel his/her registration from SUC the actual status of attempted courses is reflected in the transcript

ii. Transcript content

Student Name, Student ID, Nationality, Gender, Program, Major, School Name, Date of Birth, High School Grade, Placement Score, Foundation Marks, Course Code, Course Title, Grade, Credit Hours, Date of Printing, Semester GPA, Cumulative GPA, CDT Attended, CDT Earned, Grade Point Average, Registrar & HASS sign, Registrar & HASS seal & Hologram

Status of all attempted courses even if it "F" grade or "W" grade will reflect in the transcript

PUBLICATION OF RESULTS - BBA & MBA

A. 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 .

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

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B. 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.

PUBLICATION OF RESULTS -MBA

PUBLICATION OF RESULTS -DBA

vii. PUBLICATION OF RESULTS FOR COURSE WORK

C. 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 (Below 'B' grade).

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

D. At The End Of An Academic Year

First sit and re-sit(mitigation) 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 'B' 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.

DISSERTATION THESIS EXAMINATION:

REFER DISSERTATION THESIS EXAMINATION SECTION

ACADEMIC ADVISING – BBA

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

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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 advisors counsel the students in exploring career opportunities by helping them to:

- Identify their interests, strengths, personality and capabilities.
- Understand how their interests match educational majors at BBA & MBA level
- Select and evaluate educational majors at BBA & MBA level
- Evaluate career choices based on national trends and forecasts
- Begin developing skills that set them apart
- Strategically plan their major, electives, and activities to support their career goals

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. STUDENTS' 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. STUDENTS' RESPONSIBILITIES

The following are the responsibilities of the students to make the advising activity work effectively for their optimum benefit:

i. Make an effort to get to know their advisor.
ii. Maintain an academic advising and career-planning file.
iii. Know the degree requirements and other relevant academic policies and procedures.
iv. Complete academic requirements in a timely manner.
v. Initiate timely career and academic inquiries and discussions with advisor.

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vi. Make regular progress in appointments and also meet advisor for assistance when questions or problems arise.
vii. Prepare a list of questions or concerns prior to meeting with the advisor.
viii. Be considerate to the advisor's schedule of advising appointments and arrive promptly.
ix. Take responsibility of their decisions.
x. Provide regular feedback of Academic Advising scheme and the advisor.

C. STUDENT FEEDBACK

Feedback on the advising activities is obtained from the students. Only students having a minimum 60% attendance in class are eligible for providing this feedback.

ACADEMIC MENTORING – MBA

SUC has an effective academic mentor scheme that has helped the academic performance of students in the past. The objective of academic mentor 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 emphasis area of study, is assigned to the group of students as 'Mentor'. Every student is assigned to Mentor at the time of admission. The Mentor provides the student with information about courses, accessing SUC 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 Mentor scheme:

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 mentor

A. MBA ACADEMIC MENTORING PROCESS

Each student will be assigned a Mentor by the Dean. The student will meet with his/her mentor to develop a plan of study based on their prior education and work experience, career goals, and individual needs. The mentor will assist the student in assessing whether he/she has met the prerequisite course requirements to be fully admitted to the program or needs to complete additional coursework prior to full admittance. The resulting

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academic plan will be submitted to the Dean for approval / disapproval. After approval, the student will receive a copy of the approved plan of study and a copy will be placed in the student's file for future reference.

B. STUDENTS' RIGHTS

Students will have the right of timely access to an assigned mentor, the right to receive pertinent and accurate information as needed for academic and career planning and the right to make their own decisions.

C. STUDENTS' 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 mentor.
2. Maintain an academic mentoring 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 mentor.
6. Make regular progress in appointments and also meet mentor for assistance when questions or problems arise.
7. Prepare a list of questions or concerns prior to meeting with the mentor.
8. Be considerate to the mentor's schedule of mentor appointments and arrive promptly.
9. Take responsibility of their decisions.
10. Provide regular feedback of Academic mentor scheme and the mentor.

D. STUDENT FEEDBACK

Feedback on the mentoring activities is obtained from the students. Only students having a minimum 60% attendance in class are eligible for providing this feedback.

IV. DOCTORAL BOARD

Doctoral Board consists of Dean, HQA, HOA and Registrar for approval or rejection of the admission application.

Roles and Responsibilities of the Doctoral Board

- Evaluate the application for the DBA and ensure conformance of the criteria of Admissions
- Reject or approve the application
- Consider exemptions within the framework of admission requirements
- 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 Founder President's List.

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V. DOCTORAL PROGRESSION COMMITTEE

Doctoral Progression Committee is appointed for each student by the Dean, which shall consist of three members including faculty supervisor and two experts. The Committee is responsible for review of student progression and recommendation of submission and evaluation of dissertation.

Roles and Responsibilities of the Doctoral Progression Committee

- To monitor and evaluate the progression of students at each Dissertation Milestone
- To ensure that the work of students is original in nature and meets scholastic standards of SUC
- To ensure that student receives appropriate supervision and guidance.

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V. ACADEMIC POLCIES

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1. CURRICULA APPROVAL AND REVISION POLICY (BBA, MBA & DBA)

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 Dean. The members of PRC are appointed by the Dean based on the subject experts from each Major, Business courses, General Education and Industry Professionals, Alumni, Current student representatives and HQA. 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

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

D. Process flow

1. The requirements of the industry and trends in academia are reviewed periodically.
2. Committee reviews the internal and external reports such as the Faculty Course Reports, Internship, Dissertation, Employer Survey and Alumni Survey Analysis reports.
3. 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.
4. Committee includes or discards courses from the curriculum

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5. Committee forwards its recommendations to Dean for review and is discussed in the EC for recommendation to the BOG for approval
6. Implementation of the revised curriculum from the subsequent academic year.

E. Frequency of review/revisit and authority

Table 3.3.1				
Responsible to Review and amend the curriculum	**Approval Authority**	**Responsible to implement**	**Frequency of Revisit**	**Frequency of Review**
Program Review Committee and QA Department	BOG	Dean	Every Academic year	Once in four years

2. COURSE FILE POLICY

A. Introduction

Course File is important in understanding the conduct of the course and is a record of documents indicating the achievement of learning outcomes of the course during the semesters. The course file is helpful in guiding the faculty member to improve the conduct of the course in upcoming semesters.

Course File is a record of academic activities performed during the semester with the focus on meeting the learning outcomes. The purpose of this document is to facilitate academic references, faculty evaluation and review by external accreditation agencies.

B. Formation of Committee

The responsibility of reviewing the course file rests with Course file review subcommittee under the Quality Audit Committee headed by HQA. The course file review sub-committee is formed by the approval of the Dean and the members are nominated or co-opted as required. The tenure of the committee members is usually two academic years.

C. Functions of the committee

1. To review the course files semester wise
2. To maintain academic records for references

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3. To facilitate the objective evaluation of performance of courses conducted in achieving the learning outcomes
4. To discuss and disseminate the outcomes and areas of improvement with the faculty members

Table 3.4.1				
Responsible to Submit the course file	**Frequency of submission**	**Frequency of Review**	**Reviewing Authority**	**Final Approval of course files**
Full Time and Adjunct faculty members	Every semester in an academic year	Every semester in an academic year	Teaching Effectiveness Committee, HQA and Dean	Dean and HQA

Annexure to the course file policy

Guidelines for Course file submission as per stipulation 7 of the MOHESR standards 2011

1. Syllabi for the current and previous offerings of the course;

2. Copies of all instructor teaching materials;

3. Copies of all assessment instruments;

4. Instructor worked answers and marking schemes for all assessment instruments;

5. Examples from across the range of student performance of graded responses to all assessment instruments;

6. A comprehensive instructor review of the presentation of the course, covering:

a. appropriateness of the course learning outcomes;

b. extent to which the syllabus was covered;

c. extent to which learning outcomes were met (with evidence);

d. appropriateness of textbooks and other learning resources;

e. appropriateness of assessment instruments in relation to learning outcomes;

f. appropriateness of the balance of assessment;

g. appropriateness of prerequisites;

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h. general comments on any problems encountered with the course;

7. Quantitative analysis of student performance during the course presentation (e.g., grade distributions);

8. Summary of student feedback on the evaluation of the course.

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STUDENT AFFAIRS

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I. REQUESTS FOR LETTERS / TRANSCRIPTS

Besides the above, students also request for the following letters / transcript from the University:

1. Bona-fide student letter (In English or Arabic)
2. Letter mentioning dates of examination
3. Copy of course definitive document (CDD) for course/s attended
4. Transcripts
5. Reference Letters
6. Course Equivalency Letters
7. Certificate Equivalency Letters
8. No Objection Letters (Opening a bank account, applying for driving license, applying for visa)
9. Letters for Government Departments
10. Letters of Introduction for Internship / Dissertation
11. Sponsor Request Letters
12. Visa letters

Students willing to seek letters for various purposes from the SUC need to fill up the requisition form through portal. Any letter requested by the student must clearly state the purpose and its application SUC will issue the certificate or a letter when it is convinced. For issuing a letter from the College, a student must be having no dues from any of the departments. To apply for the letters from the college, student must follow the below given procedure:

Step 1: Student should fill up the request through student portal
Step 2: A clearance from the Finance Department is required to process this necessary before proceeding to the next step. This is done to verify that the student does not have any outstanding fee against his account
Step 3: After the clearance from Finance Department, the Student Services Department prepares the letters as requested by the student
Step 4: The original letter is given to the student and a copy is maintained in the student's personal file
Normal time to respond the request is mentioned below:

1	Letter from SUC	48 hours
2	Course definitive document (CDD)	Three working days
3	Transcript	48 hours
4	Duplicate & Transcript request from external bodies	Timeframe for issuing the letter is subject to receiving request from the external agency.

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1. STUDENT COUNSELING POLICY (BBA & MBA)

i. 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 BBA level is carried out by the Academic Advisor, similarly Academic Counseling at the MBA is carried out by Academic Mentor.

ii. 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 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 Dean. The Academic Support Services counseling is provided by the SSD.

iii. 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

iv. 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

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are overlapping with each other the Advisors/Mentor will be consulted for resolving the issues.

v. 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 students 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.

vi. Confidentiality

All matters related to Counseling 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.

vii. 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**
Dean	Registrar	SSD	Advisor/Mentor	Academic advising committee chair

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1. STUDENTS COUNSELING POLICY (DBA)

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 DBA level is carried out by the Faculty Supervisor

C. Counseling for Academic issues

The Academic Counseling Services carried out by Faculty Supervisor is aimed at assisting students to resolve their issues related to Academic Progression, Performance, Satisfactory Academic Progression (SAP), Graduation Requirements, 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.

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

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

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students awareness about various policies, procedures and the hierarchy of the authorities they can approach to smoothly resolve their issues.

F. Confidentiality

All matters related to Counseling 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.

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 received from Admin. 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.

TYPES OF COUNSELING
NEW STUDENTS
The counseling carried out for new students are as follows:
Provisional Admission Counseling
TOC Counseling

CONTINUING STUDENTS
The various types of counseling carried out for continuing students are as follows:

Provisional Admission Counseling
TOC Counseling
SAP Counseling
Graduation counseling
Withdrawal & repeating course counseling
Accelerated counseling
Low attendence counseling
Low CGPA student counseling
Exam Absentees Counseling
Mitigation Counseling

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RESIT COUNSELING

a. **Financial Outstanding Counseling**

Postponement & Reactivation Counseling

Cancelation & Exit Interview Counseling

Visa Student Counseling

Hostel Student Counseling

2. STUDENT ACTIVITIES POLICY (BBA / MBA / DBA)

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 Student Services Department (SSD) by giving a presentation about the various committees and clubs, their formation, roles, responsibilities and functions. The SSD 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 SSD 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 requi
red. The chairs of the committees and clubs are nominated by the Dean. The duration of the committee is one academic year.

C. Functions of Committees and Clubs

1. To plan a yearly calendar of activities and inform the student community.
2. To prepare the budgets and get approvals
3. To coordinate for necessary infrastructural support to conduct activities
4. To conduct the planned activities
5. To review and provide feedback
6. To recommend appreciation for outstanding performance of the team members
7. To conduct pre and post activity meetings

F. Process Flow

1. Students are informed about the importance of committees, clubs, membership, roles and responsibilities
2. Members are enrolled in various committees
3. Heads are elected
4. Activities and budgets are planned
5. Activities are reviewed and feedbacks provided
6. Activities are conducted
7. Reports are recorded and Disseminated to Dean

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G. 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
Registrar	SSD & EVENTS COORDINATOR	SSD, EVENTS COORDINATOR & Chair of Committee and club	EC	One academic year except CR which is semester wise

A. RESPONSIBILITIES OF STUDENT INTERESTED IN MEMBERSHIP

1. To fill up the online committee membership form before deadline.
2. To read various announcements related to events and activities on notice boards, portal and poster on a regular basis.
3. To apply for participation in any event well before the announced deadline.
4. To contact the Events coordinator if interested to get a platform to showcase their talent in any field.
5. To take prior permission from the Administration & Examination Department to use any of the SUC facilities for any extracurricular activities.
6. To take prior permission from the Administration & Examination Department to miss any classes in order to practice for any event.
7. To take prior permission from the Administration & Examination Department to stay back in SUC during afternoon break for any extracurricular activities.

A. Student Clubs

Following are the active clubs at Skyline University College:

I. Dance Club

A. Purpose of the Club

The aim of the Dance Club is to provide an open and supportive environment for further enhancement of various dance forms, student choreography, and student performance. In addition, talent hunt would be conducted to discover new dancers.

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It is an opportunity for graduate and undergraduate students to choreograph and perform dance pieces for their peers, faculty, and family. People of all backgrounds, cultures, majors, and genders are encouraged to participate.

B. Benefits of Joining the Club

1. Participation in University College's events and competitions as a dancer
2. Being in the spotlight!
3. Gaining additional skills and talents from other members by sharing

II. Drama Club

A. Purpose of the Club

The aim of the Drama Club is to provide an opportunity for the students interested in theater to participate in all aspects of drama and enable them to stage dramas on their own. Students will be involved in all phases of play production such as performance, direction, design, technical support, backstage crafts, publicity, etc.

B. Benefits of Joining the Club

1. Participate in the University College plays.
2. Develop and share your talent and skills in play production.
3. Build strong social ties with fellow club members.
4. Have fun!

III. Debate Club

A. Purpose of the Club

The purpose of the Debate Club is to provide opportunities for students to build communication skills through practice and participation in intramural and interscholastic speech and debate competitions; develop and pursue excellence in public speaking and oration in collegiate level. It aims to give club members practice in public speaking and to debate on various topics.

B. Benefits of Joining the Club

1. Builds self-confidence.
2. Enhances public speaking skills and debate techniques.
3. Develops decisive awareness and personality.
4.

IV. Community Service Club

A. Purpose of the Club

The basic aim of this club is to enable students to give something back to the society in general. It will also help them to face reality and get a better understanding of the world around them thus helping in providing an overall

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education which does not limit itself just to classrooms.

Since most of the events get media exposure it will also be a way to promote Skyline College's efforts and interest in helping the unfortunate.

B. Benefits of Joining the Club

1. An added benefit of learning something new outside university books.
2. A chance to feel the realities of the world.
3. An opportunity to feel responsible about someone else other than yourself.
4. An eye opening and life long experience.

V. Art & Photography Club

A. Purpose of the Club

The purpose of the Art Club is to provide club members with different opportunities for creative expression. The members of the Art Club will share their artistic skills with the school community through such projects as scenery work for university activities and banners/posters for various events. The Art Club presents students with an opportunity to practice their artistic abilities, express themselves though art, and contribute to the school community.

B. Benefits of Joining the Club

1. Opportunity to display artistic skills and talents.
2. Participation in artwork exhibitions and competitions.
3. Recognition for excellent artwork and unique skills.

VI. Alumni Club

A. Purpose of the Club

The aim of the Alumni Relationship Club, consisting of current students, is to support the Alumni Club, consisting of alumni, and maintain communication and database on all SUC alumni. Also, the club will strive to work on the following issues:

1. To strengthen ties between the university and alumni and encourage them to participate in the various events such as alumni meet, workshops, seminars, etc.
2. To encourage networking between current students and alumni.
3. To guide alumni and prospective graduates through the process of seeking job opportunities by providing them with various counseling services.

B. Benefits of Joining the Club

1. Participation in annual events held in the University College.
2. Participation in University College social and cultural activities.
3. Utilization of university college resources.
4. Accessibility to Alumni database of the University College for networking activities, lifelong learning and socializing.

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5. Sharing information with fellow alumni.
6. Accessibility to Skyline University College Publications.
7. Involvement in organizing, participating and contributing to University College academic activities.
8. Availability of SUC Administration Services including providing transcripts, verification of enrollment/degree, and readmission to the University continuing education or additional degree pursuit.

VII. Media Club

A. Purpose of the Club

The aim of the Media Club is to promote the SUC's image in the local and national media. The members of the Club will contribute articles about the life of Skyline University College to local and national newspapers. They will write press releases after major events. Video files or short films telling the story of Skyline can be created and uploaded on YouTube.

B. Benefits of Joining the Club

1. Express student's views and interests.
2. Develop your talent in journalism and film-making.
3. Enhance the value of the Campus experience.
4. Promote the image of the university.

VIII. Toastmaster Club

At Toastmasters, members learn by speaking to groups and working with others in a supportive environment. A typical Toastmasters club is made up of 20 to 30 people who meet once a week for approximately an hour. Each meeting gives everyone an opportunity to practice.

Members learn how to plan and conduct meetings. Members present one-to two minute impromptu speeches on assigned topics. Two or more members present speeches based on projects from manuals in Toastmasters' proven communication and/or leadership programs. Projects cover topics such as speech organization, vocal variety, language, gestures and persuasion. Every prepared speaker is assigned an evaluator who points out speech strengths and offers suggestions for improvement.

Toastmasters produces results. Around the world more than four million men and women of all ages and occupations have benefited from Toastmasters training. Thousands of corporations, community groups, universities, associations and government agencies now use Toastmasters training.

A. Benefits of Joining the Club

1. Learn to communicate more effectively.
2. Become a better listener.
3. Improve your presentation skills.
4. Increase your leadership qualities.
5. Become more successful in your career.

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6. Build your ability to motivate.
7. Reach your professional and personal goals.
8. Increase your self-confidence.
9. Increase your leadership potential.

IX. Skyline Entrepreneurship & Innovation Club

A. Purpose of the Club

The formation of Skyline Entrepreneurship and Innovation club is the result of the vision of the founder president of the Skyline University Mr. Kamal Puri. The student's entrepreneurship and innovation club of Skyline University College is initiatives to encourage students to explore their entrepreneurial skills and prepare business plans which they wish to pursue as a career. Club will also contribute toward entrepreneurial education and facilitate students for starting their own businesses in UAE and the region. The club supports a culture of entrepreneurship throughout the University and the region. It helps students and entrepreneur to build entrepreneurial networks to promote their new businesses.

B. Benefits of Joining the Club

1. Mentoring from industry experts
2. Networking events
3. SEIC access
4. IT-facilities & Meeting Rooms
5. Business Plan Software Usage
6. Entrepreneurship Simulation
7. Access of Global Business Directories

X. Career Club

A. Purpose of the Club

The purpose of this club is to support the Corporate Affairs Office in organizing career events that help the students to explore career opportunities and conduct activities that increase their chances of placement.

B. Benefits of Joining the Club

1. Learning to organize career fairs.
2. Gaining experience of Corporate and HR style interview.
3. Interacting and communicating with Corporate Office.
4. Confidence building.
5. Facilitate fellow students to explore new placement opportunities.

XI. Outdoor Adventure Club

A. Purpose of the Club

The primary purpose of the Outdoor Adventure Club is to provide regular outdoor activities, promote interest in the outdoor activities, and encourage the practice of limited impact outdoor ethics for Skyline University students. Using

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adventure in its many forms, we aim to expand and diversify student experiences, and provide experiential education that accentuates lessons learned in the classroom.

B. Benefits of Joining the Club

1. Opportunity to experience outdoor activities.
2. Leadership development, relationship building and environmental responsibility.
3. Provide a place to plan out trips, meet new people, learn new skills, and try new types of activities.
4. Promote personal growth.

C. Student Committees

The various student committees at SUC are as follows:

I. Events Committee

Events committee is responsible to coordinate and organize year round events in the SUC. Also, this Committee will be responsible to coordinate the Inter-University activities and competitions. Committee head will be elected by the committee members and the chairperson would be the Events Coordinator.

The Events Coordinator along with the committee head (student) will be responsible for:

a. Allocating staff and student for various events throughout the year.
b. To prepare the basic structure of all the events and communicate the same to the respective event heads.
c. Monitoring and participating in the regular meetings of the committee members for various events.
d. Assisting the event heads in the smooth flow of the events.
e. Coordinating for student participation in various Inter-University competitions.
f. Coordinating with the Finance Department for financial requirements of the Committee.

II. Newsline Committee

The SUC publishes "Newsline" magazine once in a year. This publication involves contributions from students & faculty members and also highlights the year round activities. Students are permitted to work for the magazine for an academic year and re-appointment is subject to performance. The committee shall comprise of:

a. Chairman (Faculty Member)
b. Students
c. English Faculty
d. Head of Administration & Examination Department
e. In-house IT department

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The Newsline Committee shall be responsible for:

a. The publication of the Newsline.
b. For collecting and contributing articles (report on events / general)
c. Encourage students to contribute articles
d. Select and edit manuscripts
e. Plan the page layout
f. Proof read the draft copy
g. Circulate / distribute the final copy

III. Class Representative Committee

The Class Representatives Committee consists of one representative elected once in a year from each class. Elected Class Representatives thereafter elect the President and Vice-President of the Class Representative Committee. The Class Representatives Committee also consists of HODs and Head of Advisor/Mentor. Responsibilities of Class Representatives:

1. To discuss student affairs, academic and academic support services related matters.
2. Are solely responsible for the representation of respective student affairs and programs.

IV. Notice Board Committee

The committee is responsible to monitor and organize the regular updates of notice boards related to Extra-curricular activities, Education- Daily News Bulletin and My Corner (Student views and expressions). To creatively design the appearance of all notice boards. The committee consists of HEAD OF Administration & Examination Department and students as committee members appointed for a period of one academic year.

V. Sports Committee

Sports Committee is responsible for coordinating various indoor and outdoor sports activities at Intra University and Inter-University level. The committee is headed by the Head of Sports Department. The duties are as follows:

1. Holding regular meetings with the committee members as and when required
2. Declaring list of award winning students of the scholarship.
3. Preparing a calendar of the meetings and send a copy to Head of Administration & Examination Department
4. Monitoring timely communications with students and staff related to various events around the year
5. Coordinating with the finance department for
6. Financial requirements of the committee.

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D. REGISTRATION TO THE SUC CLUBS & COMMITTEES

1. Online registration is made available on student portal.
2. Details regarding each club & Committee is mentioned on the portal.
3. Choose club details (synopsis), read about it feel interested only then can they register to a club.
4. A form need to be filled with personal details- name, contact details (mobile number and e-mail address), academic year (class), student ID no.
5. A student can register with two clubs at a time.
6. Every time a student logs in a pop-up will appear with their clubs' next scheduled meeting date.

Election of President, Vice-president and club committee must be conducted during the first meeting itself. The club will go through the schedule for the year handed over to the Club President by the Student Events Coordinator.

Every meeting in the future will fall in line with the schedule provided. Duties will be divided amongst the students. Club President or Club Sponsor should take down the minutes of the meeting (form will be given to each sponsor).

STUDENT PUBLICATION POLICY

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 Dean. The chair of the committee is nominated by Dean 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

1. To encourage and mobilize students to write original articles, composing poetry and news items for internal and external publications
2. To Plan and design the structure of the internal publications
3. To collect, edit and publish internal publications

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4. To maintain originality and ethical practices in publications
5. To generate funds for the internal publications
6. To review and provide feedback about the quality of the publications

D. Process flow of the committee

1. Chair of Publication Committee invites the candidatures of students interested to be members of the publication committee
2. The Editorial Board is elected
3. The roles and responsibilities of Student Editors, Reporters, Proof Readers, Designer and other members are assigned by the Editor in Chief
4. The planning, designing and structure of internal publication is prepared
5. Preparation of budgets
6. Information is disseminated to student body, faculty members and other stakeholders to contribute the written/artistic piece of work to the editorial board
7. Review the works for originality and quality of the works within the publication ethics
8. Selecting, composing, designing and editing the works for the internal publication.
9. Finalizing, Coordinating and executing the publications
10. Distributing the publication to the stakeholders
11. Submitting the feedback and financial report on the publication activity.

4. 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**
Dean	Chair of publication committee	Publication Committee	EC	One academic year

ADDRESSING GRIEVANCE (BBA, MBA & DBA):

A. ADDRESSING GRIEVANCE:

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

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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:

i. Procedures used to review and resolve complaints or grievances should be fair and conclusion drawn after hearing each point of view.
ii. Confidentiality will be respected, unless the use of the information is authorized by law.
iii. Complaints or grievances will be handled in a timely manner with achievable deadlines specified for each stage in the evaluation process.
iv. 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.

B. TYPES OF STUDENT GRIEVANCES:

i. Academic grievances

These are usually complaints or appeals against academic decisions. They include but are not limited to

a. Academic progression decisions.
b. Errors/discrepancies in the declared grades.
c. An unreasonable decision of a member of academic staff that affects an individual or a group of students.
d. Content and structure of academic programs, nature of teaching, and assessment criteria.

ii. Academic Support Services grievances

These relate to decisions and actions associated with administrative or academic support services units. They include but are not limited to:

a. Administration of policies, procedures and rules by central administrative and student support groups, faculty members and departments
b. A decision by an administrative staff that affects an individual or groups of students
c. Access to SUC resources and facilities

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PROFESSIONAL SKILLS DEVELOPMENT PROGRAM (BBA)

The Professional Skill Development Program (PSDP) at Skyline University College is the outcome of the vision of the founder president of the Skyline University Mr. Kamal Puri. This initiative enables students to develop their professional skills and abilities to become active job seekers as well as life-long learners.

The spread of activities have been divided into four levels as per the level of the students in the program. The PSDP Program is a zero credit bearing program with no additional fee implication on the students. It is mandatory that students attend a minimum of four sessions per year out of the announced sessions, which would total to four hours. Additionally the student would be expected to complete tasks assigned during sessions (for e.g. CV design etc.). Attendance and task completion shall be strictly recorded for reference purposes.

Students need to complete the PSDP program requirement for the Freshman and Sophomore levels before proceeding to Junior and Senior levels before graduating.

A. PSDP ACADEMIC REQUIREMENTS

f. The credit value of the PSDP will be zero and shall be a graduation requirement.
g. The zero credit PSDP program will be offered without any additional fee payment from the students
h. Students need to complete the PSDP program requirement for the Freshman and Sophomore level before proceeding to the Junior level and for the Junior and Senior level before graduating.
i. The students are required to attend a minimum of 4 sessions per year out of the announced sessions, which would total to 4 hours. Additionally the student would be expected to complete 3-4 hours of tasks assigned during sessions (e.g. CV design etc.).
j. Attendance and task completion shall be recorded for reference purposes.

B. PSDP PROGRAM DETAILS

Areas of PSDP program for various levels of the BBA program are given below:

i. FRESHMEN

a. Aptitude assessment / Creating social media profiles
b. Goals and Action Plans for academic success
c. Time-management for success (exams)
    1. Time wasters
    2. Time categories

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3. Work and relax timetables

d. APA referencing

e. Strategies for effective intercultural communication
   1. Nonverbal communication codes
   2. Barriers to intercultural communication
   3. Effective intercultural communication strategies

ii. SOPHOMORE

a. Interpersonal Communication
   1. Non-verbal communication codes
   2. Communication Barriers

b. Professional PowerPoint (PP) presentations
   1. Planning your presentation content
   2. PP slide creation: Text and visual effects
   3. Effective verbal and nonverbal communication
   4. Audience interaction and attention in presentations

iii. JUNIORS

a. CV creation (hard copy and online)
   1. Using key words for job searches
   2. Registering on job portals
   3. Uploading and creating CVs on line
   4. CV Dos and Don'ts

b. Professionalism in the workplace
   1. Definitions of workplace professionalism
   2. Professional etiquette examples
   3. Professional workplace attitude application
   4. Time management

c. Team work

d. Personality Development

iv. SENIORS

a. Workshops for Dissertation students
   1. Academic writing
   2. Research and analysis
   3. Presentation skills

b. Mock job interview: Role play to demonstrate job-negotiating skills

c. Team-building

d. Online job searches and applications
   1. Using key words for job searches
   2. Registering on job portals
   3. Job-search tools and tips

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LEARNING RESOURCE - COMPUTING POLICIES

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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.

1. 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.

2. 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.

3. 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.

4. Repro-graphics

Repro-graphic services are provided to faculty, staff & students to facilitate in accomplishing the academic and academic support service activities. The repo-graphics must be used for all the legal documents. Using repro-graphic services for un-authorized and

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illegal material is strictly prohibited. SUC users are requested to use eco-friendly approaches while printing and photocopying.

5. 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.

6. Unauthorized Access

Comuter 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.

7. 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.

8. 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).

9. 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.

10. 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.

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11. 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.

12. 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 / Blackberry / Tablets etc.
4. Improper use of SUC network by any student will be subjected to the SUC disciplinary action.

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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.

iii. 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.

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C. DISCIPLINARY ACTION POLICY

Students who fail to comply with the code of conduct in using computing resources will face the disciplinary action as follows depending on the severity of offence:

i. Verbal Warning
ii. Written warning (Maximum 2)
iii. Depriving from privileges
iv. Temporary suspension for more than 7 working days
v. Temporary for one semester
vi. Permanent expulsion from SUC

The disciplinary action may also include the replacement of the component or pay the cost of the damaged component to SUC.

D. BACKUP (D/R SITE) POLICY

This policy defines acceptable methods for disaster recovery planning, preparedness, management and mitigation of IT systems and services at SUC. SUC has a backup policy to prevent loss of any crucial information. Due to uncertain events such as system break down, damages etc. The disaster recovery standards in this policy provide a systematic approach for safeguarding the vital technology and data managed by the Computing Department. This policy provides a framework for the management, development, implementation and maintenance of a disaster recovery program for the systems and services managed by computing department. IT D/R tests demonstrate recoverability commensurate with documented IT D/R plans conducting regularly; as well as when warranted by changes in the business and/or information systems environment. Backup media supporting critical business processes are tested quarterly. Reviews are required within 60 days after a test to correct exposed deficiencies.

The following maintenance activities conducted annually:

- Updating the documented D/R plan
- Reviewing the D/R objectives and strategy
- Conducting a simulation/desktop exercise
- Conducting an application recovery test
- Verifying the alternate site technology
- Verifying the hardware platform requirements
- Submitting the D/R Status and Recoverability Report
- IT managers are responsible for briefing staff on their roles and responsibilities related to D/R planning, including developing, updating and testing plans.

SUC maintains regular backups which are collected on regular intervals as follows:

- Daily Data Backup: Daily backup is maintained from the servers at the end of working hours on each day of the Databases.
- Weekly Data Backup
- Data Backup at the end of each semester

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- Backup data is stored within in the campus, off-campus site & Data Centre and one copy stored in the bank locker.

E. SECURITY SYSTEM & RFID POLICY

a. The SUC computing services is well secured with the help of server management, CCTV cameras (maximum 15 days' backup of all the cameras), and firewalls& anti viruses and is updated on regular intervals. In case students, staff and faculty members lose any valuable items they should first approach to student service department who is handling lost and found cases. The CCTV coverage in such cases will be shown to the student only in presence of SSD representative provided an email request has been sent.

b. RFID system in place to allow the faculty, staff & students. All faculty, staff & student are required to have RFID Tag is placed in the car so as to give them access to the university. All the members are required to renew it as and when it is required. For student only 2 RFID Tag will be issued if a student need more than 2 Tag he/she has to pay for it in the Finance Department. The issuing authority of the RFID Tag is Administration & Examination Department.

F. MAINTENANCE OF GENERAL STOCK POLICY

The Computing Department maintains the ageing table which keeps track of the rack life of general stock. 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 is forwarded to CRDC and Dean for approval to be discarded.

G. INNOVATION LAB USAGE POLICY

1. Eligibility to Get Bio-Metric Access:

Following People will eligible to have Innovation Lab Bio-Metric Access

a. Based of Office they hold:
   - COEC
   - DEAN
   - HQA
   - PROGRAM COORDINATOR
   - REGISTRAR
   - Entrepreneurship Club Faculty Co-coordinator & Committee Member
   - HOD IT

b. All the required maintenance staff approved by Manager, Maintenance
c. Faculties approved to teach in Innovation Lab.
d. Students Approved for Mentoring Purpose
e. Any other person approved by Dean on recommendation of HOA.

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2. Other Members and Students will be only permitted in innovation lab either in presence of faculty member or Club In-charge.

3. It is mandatory for all users to sign usage register kept at the Innovation Lab.

4. All resources of innovation lab is for academic and individual usage only. No one is allowed to use innovation lab resources for commercial purpose.

5. Innovation Lab timings will be as per university standard timings. Any usage after the university official timings will require specific permission.

6. No Food and Eatable will be allowed in the innovation lab.

7. User will be responsible for any loss or damage to the facility or resources and agreed to pay for the damages.

8. All users will use these facilities as per standard SUC IT FAIR USAGE policy. Usage of computer, software and internet is governed by SUC IT Policy.

RESOURCE ADEQUACY

A. INTERNAL INFORMATION RESOURCES

The computing system adequacy for hardware & software requirements is carried out on an annual basis. The RAF is provided by the students, staff & faculty on an annual basis. This will help the computing department to assess the IT requirements and prepare necessary plan for improving the IT services. RAF is assessed on the following feedbacks.

i. Feedback From Student, Staff & Faculty

The RAF is used towards assessing the requirement of the followings:

1. Adequacy of Hardware in terms of numbers
2. Adequacy of Peripherals/Accessories
3. Adequacy of Technical Assistants
4. Adequacy in Terms of Knowledge of Technical Assistants
5. Adequacy in Terms of Internet Speed and Availability
6. Adequacy in Terms of Application Software's
7. Adequacy in Terms of Research/Analytical Software's

The RAF form is a mandatory tool, to be filled in by users. The quantitative data is analyzed and is a valuable source for assessing the adequacy requirement as per the needs of the department/users. Any necessary changes are implemented based on the feedback from the RAF.

Refer RAF enclosed in Appendix A.

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ii. Closing Reports Of Previous Academic Year

The suggestion and recommendation of the closing reports are taken into consideration for assessing the next year's computing resource requirements.

iii. Program Review Committee (PRC)

Suggestions and recommendations of PRC committee will be taken into consideration to prepare the computing resource adequacy requirement.

iv. Strategic & Annual Plan

The computing resource adequacy requirement is drawn from the strategic plan and aims at meeting the annual plan requirement.

v. Academic Committee

Suggestion and recommendations of the academic committee during the academic session are incorporated while making procurement of hardware and software on contingency basis. Any long term recommendations are incorporated in the annul plans of adequacy plan.

vi. Departmental Requirements

Suggestion and recommendations of the respective department during the academic session are incorporated while making procurement of hardware and software on contingency basis. Any long term recommendations are incorporated in the annul plans of adequacy plan.

vii. Enrollment Data

The enrollment data is important to plan the hardware and software requirement for the academic year so that the needs of the academics operation are completely met. It acts as a main source for adjusting the procurement depending on the variation in student enrollment. Any deviation in terms of number of enrollments from strategic plan is immediately acted upon and the requisition process of procuring new hardware/software would be decided.

viii. System Audit

Before the start of every semester, a system audit is carried out to analyze the pitfalls and take proactive actions desired for smooth functioning of hardware/software resources within the Computing Department. During this process Head - Computing Department prepares a list of resources (hardware/software), creates hardware ageing table, and gives his/her recommendation which forms the base for acquiring/disposing/upgrading existing hardware/software resources.

ix. Departmental Meetings

Feedback on day-to-day routine functioning of resources is gathered from intra, internet and telephonic or personal suggestions/issues/complaints to take stock of situation and initiate corrective measure if required monthly meeting is conducted to appraise Dean.

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x. Computing Resource Development Committee (CRDC)

Head – Computing Department organizes quarterly meeting with the following members of the committee viz., Dean, HQA, HOA, Registrar, one IT faculty members from BBA, one faculty member from MBA program & Head – Finance. The above committee meeting is held to discuss various issues related to hardware, software, networking, website, portal services, or any other improvements in the SUC to cater to the higher learning environment. CRDC meeting is generally held three times in an academic year and all decision taken and implemented by Computing Department.

B. EXTERNAL TECHNOLOGICAL SUPPORT

i. IT Consultancy Firm

SUC has a tie-up with external IT consultancy firm which not only updates the processes (specified below), but also advises the Computing Department about the latest technological developments by demonstrating about the usage of new technology in context to the SUC environment.

ii. Technological Developments

The latest developments in the field of IT are collected from external sources to remain abreast with the technological changes in the region according to the academic requirement.

This determines the new purchase requirements raised by the Computing Department.

iii. Annual Maintenance Contract

SUC enters into formal AMC with the hardware and software vendors and consultancy firms.

After getting the information steps to be followed for meeting the requirements:

1. Current stock assessments (software & hardware)
2. Identifying the GAPS in availability and requirements
3. CRDC meeting
4. Proposal for procurement of hardware and software equipment as per RAF
5. Preparation of budget
6. Sourcing vendors and identifying the suppliers
7. Tender (calling for the quotation)
8. Comparing the technical details, services, financial and comparing and finalizing
9. Placing order
10. Receiving equipment
11. Barcode and adding to the inventory
12. Installation
13. Training & Development

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GENERAL IT RULES AND REGULATIONS

A. USE OF IT RESOURCES

i. All SUC IT resources should be used exclusively for the benefit of SUC community to create an environment of learning and speed of services.
ii. IT resources should not be used for consultancy or commercial projects, unless a prior permission has been obtained from the Dean.
iii. All the users should strictly abide by the below specified guidelines
iv. Do not allow his/her id & password to be used by anyone other than Computing Department staff.
v. Do not damage any of the equipment.
vi. Do not download and store culturally undesired/unwanted files in the system.
vii. Do not modify the configuration of equipment, until the permission of Computing Department staff is obtained.
viii. Do not bring any pirated software and install on any of the workstations in the computer lab.
ix. Do not hack any site, as this may cause a framing of criminal case against him/her.
x. Do not download and install/copy any program from Internet.
xi. Faculty, staff and student must use SUC email, portal account for academic purpose only.
xii. Do not reveal their user name and passwords to other users.
xiii. Do not jeopardize the work of any other member or the computing network.
xiv. Do not modify the network configuration, until the permission of Computing Department staff is obtained.
xv. The members must abide by the licensing regulations of the software provider regarding use of the software and payment for it.
xvi. The members should take permission prior to downloading and installing any software from internet. This includes software such as messaging, chat software, etc.
xvii. Do not damage any of the equipment.
xviii. Do not bring any eatables or drinks inside the reprographic center.
xix. Students need to obtain coupons to get any photo copies and print outs.
xx. More than 15 pages of a particular book/journal are not allowed.
xxi. Students will be provided printing services on first come first serve basis.
xxii. Do not use mobile phones inside the classroom & computer lab.
xxiii. The students must comply with the instructions from a member of Computing Department staff.
xxiv. No eatables are allowed inside the computer lab.
xxv. Uses of mobile phones / smoking are strictly prohibited in computer lab.
xxvi. Deliberate damage to, or loss of, materials, equipment or furniture is a breach of these regulations, will brought to the notice of dean. 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.

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The SUC accepts no responsibility for personal property lost or damaged at the SUC premises, including in computer lab.

H. OFFICE 365 POLICY

1. 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
2. Store documents in Office 365 and access them seamlessly in Office desktop applications as old as Office 2007
3. User can stream Office desktop applications to PC/Laptop without a download
4. Access and edit documents from your phone, tablet, or other mobile device
5. Collaborate on Word, Excel, PowerPoint, and OneNote files, including simultaneous co-authoring.
6. User are provided with 50 GB storage in Microsoft Office 365 (Mail Exchange 2013) and 25 GB storage in the OneDrive

I. STUDENT OWNED TECHNOLOGY POLICY

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.

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.

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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

Students shall not impair the security of the SUC network. This expectation includes but is not limited to:

i. 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.
ii. 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.
iii. 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:

i. Students are allowed to use only approved online academic/business games through SUC network.
ii. Downloading software, music, movies or other content is in violation of licensing requirements, copyright or other intellectual property rights.
iii. Downloading, viewing or sharing inappropriate content, including pornographic, defamatory or otherwise offensive material.
iv. Conducting for-profit business.
v. Using hacking tools on the network or intentionally introducing malicious code into the SUC's network.
vi. Conducting any activity that is in violation of SUC policy or UAE law.
vii. Using any software or proxy service to obscure either the student's IP address or the sites that the student visits. Disabling, bypassing,

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or attempting to disable or bypass any system monitoring, filtering or other security measures.

viii. 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.

i. 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.

PROCUREMENT POLICY

Computers play a vital role in fulfilling SUC's educational and administrative needs, and over the years, we have seen a significant growth in the number of computers at our new campus. However, the resources necessary to support these computers and keep them working efficiently, basically systems administration, has not kept pace with the increase in computers and is spread thinly across an expanding number of workstations. We are putting more computers into service than are being retired and must work to manage computer procurement thoughtfully if we are to avoid further widening the gap between support needs and support resources.

Since most computer equipment is considered capital equipment and requires Information Technology (IT) support, SUC computing department is responsible for approval and maintenance of all such equipment.

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Background and current practices

SUC Computing Department recognizes that computers are essential tools for most forms of administrative work and are being used progressively more for educational opportunities. Computers provide an increasingly important means of communication, analysis and in providing a vehicle for educators. We therefore accept the obligations of providing the institution with access to computers, as well as carefully stewarding SUC's computing-support resources.

i. Provide a computer that meets current minimum standards at the workspace of every full-time, permanent faculty and staff member. The current computer standard may vary somewhat by user, based on discipline and task-specific needs.
ii. Provide computers for other purposes, as needed and as supportable, subject to fair and impartial review of the needs and the costs.
    a. Provide a unified local area network configuration to support all educational and administrative users with file, print, mail, and Internet access.
iii. SUC will be making large investment in the internal local area network, and as such, it must be protected and access must be limited to those systems and users that meet predetermined criteria.
    a. Providing computers and access to them does not stop with simply purchasing and delivering the equipment. Provision of access requires ongoing support for the computer during its use at the SUC. Computers require continual investment of professional effort, time, and money in order to keep them performing adequately. The initial purchase of a computer is a very small portion of its total cost of ownership. The majority of the expense lies in keeping it functioning on our network, providing licenses for its software, installing software upgrades, and providing some level of help to support it and its use.
iv. Resource constraints dictate that we should facilitate our support effectiveness through such means as the following:
    a. Maximizing system uniformity with standards-based configurations, purchased from a small number of approved vendors.
    b. Sustaining our program by periodically upgrading and replacing SUC owned computers on a reasonable cycle.
    c. Ensuring that SUC owned computers—and their support resources—are allocated to meet needs based on the institution's overall mission.
    d. There are important parameters affecting the procurement of computers:
v. For the computing investment to be worthwhile, the equipment provided must meet the expressed needs of its user.

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vi. Commercial computer software is provided under specific use criteria. SUC must maintain its values and ethics by ensuring that software used on any SUC owned computer has been properly licensed.

vii. Unlike some other forms of equipment, computers represent a long-term resource commitment for administration, technical support, user support, and continuing upgrades of the machines.

SUC Computing Department provides central support of:

A select number of desktop operating systems Windows 7, XP and above,

Designated computer vendor(s) for each OS (chosen for customer support, technical design, and value).

Compatibility with SUC's network operating system.

Peripheral components that have broad support in the marketplace and that are of reasonable cost.

Currently, SUC acquires computers through annual budget sources; perhaps, the exception of the operating budget, there is no formal, central oversight of all of these purchases or any procedures for considering the impact of the purchase on the institution.

a. **Procurement procedure**

It is not the intention of this document to suppress or complicate the procedure for obtaining additional new or used computing equipment. The process will be a simple one:

b. **Request for IT equipment/software**

Any faculty or staff member should request computing equipment through their department head, chair or committee chair via the purchase requisition process.

The request should include the equipment/software required, the purpose for the equipment/software, where the equipment will be located (or who will be responsible if mobile), the cost via an authorized quote (three quotes are required for all the purchase items). Please make ensure that delivery charges are included in your requisition, as well as warranty information.

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All of this information needs to be included on the purchase requisition.

After the department head has confirmed that budget is available and approved the purchase requisition it should be forwarded to the finance department for approval and making the LPO (Local Purchase Order).

c. **SUC IT approval**

Purchasing requires that IT approve the purchase requisition prior to them issuing a purchase order. After IT reviews the requisition they will either approve or forward it to Purchasing (stamped approved) or send it back to the issuer with a reason.

d. **Equipment from unapproved manufacturers.**

Any faculty or staff member, or recognized SUC department may procure computing equipment from any manufacturer. SUC IT will review the suitability of the equipment and determine if it is compatible with our support criteria. Without a review, the equipment will not be connected to the local area network, nor will a SUC IT systems administrator maintain it. The group procuring such equipment will have sole responsibility for its maintenance and operation, and as such should order a minimum of a one year warranty.

e. **Other considerations**

Personal equipment

- Faculty and Staff are not encouraged to bring their own computers to work for extended time periods. SUC is not responsible for loss or damage of such equipment or for maintenance and support. The individual takes full responsibility for such risks.
- If a staff member needs to take equipment home in order to complete a task, he or she may do so upon approval from their department head or head of computing department.

J. MAINTENANCE POLICY

i. POLICY OBJECTIVE

This policy sets out the IT support arrangements for all standard and non-standard software and PCs, peripherals and printers. To ensure all computer and computer related equipment is accounted for in the overall maintenance strategy, and is at par consistent with sound business practices and in-house technical capabilities.

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ii. SOFTWARE

IT Standard Desktop Software

The following core software is provided for all faculty, staff & student computers:

1. Microsoft Windows OS
2. Office 2010/2013 including: Word, Excel, PowerPoint, Access and Outlook
3. Internet Browsers: Internet Explorer, Firefox & Google Chrome
4. Kaspersky or TrendMicro Anti-virus
5. Adobe Acrobat Reader X
6. Multimedia plug-ins: Windows Media Player, Shockwave Player, Flash Player
7. Java for information system faculty
8. Skyline ERP

The IT Team provides support for all installed software. For specialist software, IT Team undertake training to ensure these applications are regularly updated with patches.

iii. NON-STANDARD DESKTOP SOFTWARE

The IT team offers support for installation of non-standard (IT) soft wares provided that:

1. The IT department provide documentation for the setup and installation of the software
2. The IT department agrees provides third party support organization in conjunction with IT team

iv. SERVER SOFTWARE

Servers have the following software installed:

1. Microsoft Windows 2012 Server
2. Microsoft Windows 2012 Server
3. Exchange 2010 / 2013
4. Microsoft SQL 2008 R2/2012 Server

IT Department will ensure all servers are:

1. Maintained to ensure they run at optimum levels
2. Fully backed up to ensure data can be recovered
3. Regularly updated with critical operating systems updated

v. HARDWARE

Desktop and Laptop Support

The IT department team will maintain desktop computers.

1. Arrange for faulty items that are covered by a warranty to be repaired (on-site or off-site, depending on the faulty item, manufacturer and warranty type)
2. Carry out repairs wherever possible to desktop computers which are outside their warranty periods and not over four years old.

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3. Carry a small stock of new and reconditioned parts for the repair of computers
4. Because laptops are composed of specialist hardware components, it may not be possible for the computing department to carry out repairs for any faulty items. Therefore, the computing department will provide the following:
5. Arrange for faulty items that are covered by a warranty to be repaired (on-site or off-site, depending on the faulty item, manufacturer and warranty type)
6. Consult the Finance Department & Dean representative for authorization on any work before it is carried out.

vi. SONICWALL FIREWALL / EMAIL SECURITY / CYBEROAM FIREWALL

Computing department has the following firewalls installed:

1. SonicWall NSA 2600 Firewalls
2. SonicWall ES300 Email Security
3. Cyberoam 250i & 250NGi
4. Gigabit Routers

IT Department will ensure all firewall and email security are:

1. Maintained to ensure they run at optimum levels
2. Fully backed up to ensure configuration is recovered
3. Regularly updated with critical operating systems updated

vii. MAJOR REPAIRS

1. If the repair problem is a major one and the equipment is expected to be down for longer than 24 hours, Computing department provides a loaner (if available) and takes the equipment to the Maintenance Center.
2. When computing department is unable to repair the equipment, it is sent to an authorized service center and returned to the appropriate department.
3. Permission to send equipment off campus requires prior approval of the finance department in consultation with Dean.
4. Computing department prepares a monthly report of response times, repair problems, and actual costs to serve as a data base for continued assessment of the computer maintenance policy. The policy is monitored by the Computing Resource Development Committee using the monthly reports.

viii. PRINTERS

In line with the computing department policy, this is to ensure the printer is compatible with the SUC desktop and the best price is achieved. IT will provide support for all printers (both local and network). Since printers have specialist hardware components it may be necessary for the IT team to call an external printer engineer to diagnose and fix the problem.

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In summary:

1. Computing department will procure, install and configure new local and network printers
2. Computing department is to purchase extended warranty on all new printers, provided that this shows value for money
3. Computing department to use an external supplier of printer hardware for fixing out of warranty printers.
4. Call out charges may apply for repairing printers which are within and out of warranty. The cost of the call will be passed onto the finance department requiring the printer repair.

ix. PDAS (PERSONAL DIGITAL ASSISTANT)

The Computing Department will provide some hardware support for a selection of PDAs (iPhone, iPad, Galaxy, Kindle etc). Usually if a PDA device develops a hardware fault, it is sent back to the manufacturer for repair. PDA devices are comprised of specialist hardware; therefore, the computing department is only able to provide limited support for such devices.

x. MONITORS, KEYBOARD AND MICE

The Computing Departments have a stock of second-hand monitors, keyboard and mice. All these can be provided as an alternative to new item, subject to availability. If an item is faulty then it can be replaced quickly. In accordance with the procurement policy where computing department have to have new keyboards, mice and monitors are in stock.

xi. OTHER HARDWARE

Computing Department should ensure that maintenance arrangements are in place to cover other essential hardware e.g. scanners, barcode printer, Scantron and specialist hardware.

K. DATA SECURITY POLICY

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.

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i. RESPONSIBILITY OF MAINTAINING DATA SECURITY

Responsibility of maintaining security of data related to the institution and its stakeholders primarily rests with the Dean. The authority to give access to data is with the Dean. The Dean 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 Dean.

ii. ACCESSIBILITY TO THE DATA

Data type	**Authority to Maintain data**	**Authority to access**	**Authority to approve to access data**
Students			
Administrative records	Administration & Examination	1.Dean 2. Program Coordinator 3.Registrar 4.HQA 5. Head – Admin & Exam Department and staff of Admin and Examination	Dean
Academic records	Administration	1. Dean 2. Program Coordinator 3. Registrar 4. HQA 5. Head – Admin & Exam Department and staff of Admin and Examination	Dean
Financial records	Finance and Administration	1.The Dean 2. Program Coordinator 3. Head – Admin & Exam Dept. and department staff	Dean

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		4. Head of Finance and Finance department staff	
Faculty and Staff	Human Resources Department	1. Dean 2. Program Coordinator 3. Head HR 4. HR department staff	Dean
Operational data	Head of Concerned department	1. Dean 2. Program Coordinator 3. Head of Concerned department 4. Staff of concerned department	Dean
Institutional level data	QA and IR	1. Dean 2. Program Coordinator 3. HQA 4. Head-IR 5. SQA	Dean

Note: The above data can be accessed by Founder President, COEC, MOHESR officials & their representatives and law enforcing officials upon the permission of Dean. Authority to amend data security policy rests with EC.

iii. 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.

L. ERP POLICY

SUC has embarked on ERP in order to make the organization IT enabled service provider to its stake holders. The purpose of the ERP is to improve the efficiency of the operations and the outputs for effective decision making. The ERP aims that

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integrating the data flows from all the departments so that the consistency of the data is maintain and enables effective reporting system within the organization. The project goal is the implementation of an integrated ERP application suite at SUC to support its strategic goals.

Following are the KPIs with the required bench mark:

- Enhance quality of services to faculty, staff & students
- Implement business intelligence tools to support better decision making
- Improve SUC operations
- Improve reporting system
- Lower IT costs and other operating expenses.
- To facilitate students in gaining access to information required for tracking his/her performance, fee payment, progression and other relevant details.
- To facilitate faculty in gaining access to information required for tracking student progression.

i. ERP REPORTING REVIEW & IMPLEMENTATION

The process of ERP development and amendment is as follows:

1	Inroduction of the system
2	Objecteive of the system
3	Sign Off Sheet & Change of Password o Manual Authority Level of Users o System generated audit of authoirty level
4	Training – Presentation & Help Files o Schedule and calendar of training o Initial presentation and list of additions required o Once all module is completed along with bugs and final initial handover is done 2nd presentation and individual staff sign off o Other
5	Call Logs each complaint and what is corrected to be approved by all
6	List of Phase – 2 features required
7	System study o Process flow with list of each policy o Manual Feature list with policy which has been included in each process o Audit of all Feature list with policy which has been included in each process
8	List of reports Reports (All) o Daily reports

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	○ Weekly reports ○ Fortnighlty report
9	Front End Manual
10	Backend Manual
11	Logic of each feature code
12	Source Code

To develop/amendment of the ERP in SUC both internal and external sources can be used and the above mentioned flow is followed to make the changes compatible with the existing ERP.

ii. ERP UPGRADES

End users don't like change because it causes them additional work. They would rather deal with the quirks and inefficiencies of an old system than test a new one. If the end user has a bad perception of the upgrade, it will hinder the overall effectiveness of the new system even if the software and hardware are fully functional.

ERP upgrades and resolve any issues that could affect the SUC's system from running properly. A down system can create catastrophic results. Therefore, it's absolutely critical, for the success of an upgrade, to appoint a external consultant A team of ERP implementation experts who have a strong track record of downtime-free upgrade implementations. Upgrades don't happen that frequently but their impact on an SUC is significant; make sure the upgrade is on-time and on-budget rather than a perpetual money pit. Most importantly, despite the extra upfront work, addressing these issues proactively will pay off dramatically throughout the whole implementation process with reduced cost, optimal system performance during the upgrade and a greater overall end user experience for years to come. After all the planning, testing, dry runs and final implementation, ERP systems might seem as if they're complete. It's time to kick back and let the computers do all the work.

If only it was so simple. In actuality, to get the most out of an ERP implementation, there's always going to be some fine-tuning and adjustments to make. Fortunately, most software vendors stick around to offer services that make enterprises feel comfortable with their most recent software acquisitions. One way this is done is through third-party support, which is almost like insurance for an ERP system.

However, the most important way that this is accomplished is by offering software updates. Anyone who uses a computer regularly knows that many programs, as well as the operating system of the computer itself, need

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regular updates to stay current. This is one of the best ways to keep an ERP system fresh and should always be embraced.

It is standard practice for software, and ERP applications in particular, to constantly release fixes, or patches, for common problems that many users seem to be experiencing. These patches can solve quite a few problems, so it's a good idea to stay current with any updates or releases that come. Ultimately, ERP best practice should be to update everything, because there is certain to be one part of a system that works best with the latest version. Even if other departments have no desire to see their applications updated, for everything to work in concert, everything should be up to date.

iii. AUDIT OF ERP

SUC has embarked on ERP audit in order to make the organization IT enabled service provider to its stake holders. The purpose of the ERP audit is to improve the efficiency of the operations and the outputs for effective decision making. The ERP aims that integrating the data flows from all the departments so that the consistency of the data is maintain and enables effective reporting system within the organization. The project goal is the implementation of an integrated ERP application suite at SUC to support its strategic goals.

iv. LIST OF ERP TRAINING MANUAL

The computing department has developed ERP training manual module wise are as follows:

1. EMS & CMS
2. EMS & CMS – CPD
3. Academic Module
4. HR & Payroll Module
5. Time Attendance
6. Student Attendance
7. Exam Module
8. TPS

M. AGING TABLE 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

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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 the four major classifications of technology users:

i) Leading Edge Technology Users

1. Should maintain no more than two generations of technology.
2. Should consider replacing PCs every second or third year, depending on applications in use.

ii) Power Users

1. Should maintain no more than two generations of technology
2. Should consider replacing PCs every three to four years

iii) Mainstream Technology Users

1. Should maintain no more than two generations of technology.
2. Should consider replacing PCs every four to five years.

iv) Conservative Technology Users

1. Should maintain no more than two generations of technology.
2. Should consider replacing PCs every five years.

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POLICY ON MANAGEMENT OF WEBSITE & PORTAL SERVICES

A. PURPOSE OF POLICY

The purpose of this policy is to create guidelines and ways with respect to updates in SUC's official web site. SUC herein establishes this policy for faculty and staff seeking authoring access to the SUC's official website, and identifies procedure and boundaries allied with the process. This policy is limited in scope to the University's official website.

B. SCOPE

This policy administers the usage of the SUC Web site, www.skylineuniversity.ac.ae. The SUC's Web site is representative for its combined user experience, widely distributed publishing responsibility and flexibility to allow customized content. With such distributed publishing responsibility comes shared responsibility for quality assurance (to conduct the correctness of the document) and LSS (to upload the content on the website in appropriate manner and if necessary, deciding the meta tags and words for SEO functionalities). The content uploaded on the website can affect the entire image of the University and therefore, expectations are set to ensure quality, manage risk, and present the SUC's Web content to users in the most effective ways.

C. POLICY STATEMENT

The purpose of this policy is to ascertain necessary requirements for use of SUC Web resources in a manner that maintains quality and suitably reduces risk to the privacy, truthfulness and accessibility of university data. The requirements of this policy deal with university standards for Web content, including

1) Visual identification of the contents,
2) Page design and editorial quality,
3) Content accessibility,
4) Content security and
5) Content publicity and Web advertising.

The Computing Department manages website that provides web services to the various department of SUC and academic to display information to the SUC community.

D. ONLINE SOCIAL MEDIA & WEBSITE UPDATES

The SUC computing services will update all the academic & academic support related events in the social media sites as well as website for pre-events and post events write up of maximum of 250 words indicating the purpose, the activity and the outcomes (including the technical visit, field visit and other achievements by the faculty, staff & students)

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To ensure optimal use of information technology resources, maintain adequate databank of current and prospective users of the portal.

Students are given access to the portal services which enables them to get information about their attendance, grades, online appointment, registering online suggestions & complaint, HR services. Students can download CDP & study materials, accessing online e-database/e-books, online request system, online department feedback can track student progression, class schedule, advising, courses enrolled for & results etc., and the students are issued individual username and passwords for using this facility.

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LEARNING RESOURCE - LIBRARY POLICIES

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ACQUISITION PROCEDURES

A. ORDERS

i. 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.
ii. 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.
iii. The order forms will be approved by the HOL and will be sent to the HOA, Dean & COEC for their final approval and then to the Finance Department.
iv. When the purchase order is received from the Finance Department, the librarian enters it into the budget spreadsheet. After the order is placed, the forms are kept in files. The purchase order number is written on each form, and the forms are filed by purchase order number. The purchase order is attached to the purchase requisition and placed in a file to await receipt of the items.

B. RECEIVING AND INVOICING

i. The Acquisitions assistant Check the items received to verify 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. A tattle tape is inserted in the item if needed. The item is then received and invoiced in KOHA Software.
ii. 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.
iii. The Cheque requests are then given to the Librarian to be entered into the budget spreadsheet.

COLLECTION & DEVELOPMENT

A. OBJECTIVES

The primary goal of the Library is to support objectives of SUC.

The objectives of collection development are:

i. To support the SUC curriculum,
ii. To strengthen the collection, and
iii. To provide for the research and information needs of the SUC community.

B. 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, Dean, HOA& the Head-Librarian. The requisition

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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 is accomplished through the submission of requests by the faculty. These requests are approved by the LRDC Committee and Dean.

C. COLLECTION DEVELOPMENT ACTIVITIES

LIBRARY RESOURCE DEVELOPMENT COMMITTEE (LRDC)

SUC will organize three meetings in a year on semester basis. Members will discuss about the collection development, area to be focused. Members will suggest their new ideas, suggestion for the library development.

LIBRARY COLLECTION DEVELOPMENT (LCD)

SUC conducts various collection development activities which include organizing a Book Fair, receiving input from faculty members through LCD Meeting, and visiting the book shops to procure various reference titles in order to meet the requirements of strategic plan.

D. LIBRARY RESOURCE PLANNING

Library resources will be maintained as per the Resource Adequacy Feedback (RAF) and the as per the Strategic Plan of SUC

E. SELECTION CRITERIA

The following criteria apply to selection of materials (excluding periodicals) for the library collection:

i. Request for books or learning material from faculty, student, LRDC
ii. Present holdings of books in subject area
iii. Projected number of student for the semester
iv. Number of cycles
v. Reputation of author and publisher
vi. Availability of online learning resources relevant to the books
vii. Availability and price
viii. Approval by HOA, Dean & COEC.

Other guidelines for selection:

i. Textbooks are purchased when they have inherent value to the collection as a reference work or authoritative source.
ii. Multiple copies of titles are purchased only when it is appropriate and recommended by Chair-LRDC.
iii. Paperback editions of books are purchased if available, and then sent to the Library Binder for binding.

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iv. Materials are selected in a wide range of formats. 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.
v. Consideration to replace lost or damaged materials is based on availability, significance to the collection and previous use.

Items selected for acquisition are typically chosen from reviews in professional journals (i.e. Choice) and publisher announcements.

F. RENTAL BOOKS, REFERENCE & EBOOKS PROCUREMENT PROCEDURE:

The Rental Books in print form for BBA & eBooks for MBA will be purchased under the recommendation of the Program Review Committee. The copies and additional copies will be 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, LCD, Book Fair & SUC strategic plan

G. E-BOOKS

Students of MBA will be given only E-book codes of their subjects. Students will redeem the codes in VitalSource Platform on their own devices. Every student is expected to bring their device as per the BYOD policy which holds the eBooks to every class. A student will be allowed to the class, only if he/she carries the eBooks. Students are responsible to collect the eBook codes from the library on semester basis. The collection of eBook codes in every semester is compulsory for the students. The portal service will be blocked those who are not collected the books and hall tickets will not be issued until unless to collect the eBook codes.

H. 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.

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I. MAGAZINES

The Library also subscribes to several magazines related to different subject areas mainly on global news, trends in education, tourism, wildlife and other recreation magazines for its students. The selection is done by the LRDC keeping in view the authenticity and popularity of the magazines.

J. 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 25computer 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 Graduate Professional Librarians and trained support staff working in coordination with faculty and staff in other departments of the SUC.

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

ELECTRONIC DATABASES

Electronic databases are evaluated annually paying particular attention to changes in the databases and in the needs of the SUC community. SUC Library subscribes to major E-databases like ProQuest/ABI INFORM, Ebrary & EBSCO besides seven more International Association Membership. The Students, Faculty & Staff will be given orientation to use the above E-databases and Association Memberships.

K. NON PRINT/ AUDIO VISUAL RESOURCES

The Library acquires reference resources available via CD-ROMs, DVDs audio and video Cassettes, software and other non-print formats based on similar criteria as print and audio-visual materials. Acquisition of these resources is based on appropriateness and compatibility. These non-print resources are effective tools in teaching methods and are used extensively.

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L. 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.

M. INTELLECTUAL PROPERTY RIGHTS

The Library seeks to provide information to the SUC academic community that encourages the development of analytical, critical and creative thinking skills. In order to provide such a collection, the Library supports the Intellectual property rights and copyrights of all the materials as per the UAE laws.

N. 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.

ACQUISITION PROCEDURES

CATALOGING

The Library collections including print and non-prints are cataloged electronically through the Library Management software using the **Dewey Decimal classification (DDC) system 22nd edition** and subjects heading are given through **Library of Congress Subject Headings(LCSHs) 30th 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

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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.**

A. DEWEY DECIMAL CLASSIFICATION (DDC) SCHEME EXPLAINED

i. 000 Computer Science, Information &General Works
ii. 100 Philosophy &Psychology
iii. 200 Religion
iv. 300 Social Sciences
v. 400 Language
vi. 500 Science
vii. 600 Technology
viii. 700 Arts &Recreation
ix. 800 Literature
x. 900 History &Geography

This scheme follows a decatomy hierarchical structure and further each class is divided into 10 subdivisions.

B. OPAC (ONLINE PUBLIC ACCESS CATALOGUE)

The Library's 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 (barcode number, collection, bibliographical details, call number, copy/volume number, holding library and format type).

C. CATALOGING PROCEDURES: RENTAL AND REFERENCE BOOKS

i. All reference books, a barcode with protector tape pasted on the back cover. For rental and reference books used in circulation is fixed with barcode and a protector tape on the back cover.
ii. The Librarian then logs on to Library Management Software and enters the bibliographic records of the book. After that suitable subject heading from the Library of Congress subject headings a call number from DDC 22nd edition is given. A tag is added to the record, which includes local information for our Library (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.
iii. All these activities are performed by the technical services assistant or by Library Assistant before shelving the books in order.

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D. CATALOGUING PROCEDURES: SERIALS

The Serials/Journals details like volume, issue and year are entered in an accession register called "KARDEX" and the same are maintained in the Library.

E. CATALOGUING PROCEDURES: AUDIO VISUAL MATERIALS

The Librarian logs on to KOHA and enters the bibliographic records of the AV Materials. After that suitable subject heading from the Library of Congress subject headings and accession number is assigned to each AV material. A tag is added to the record, which includes local information for our Library (barcode number, holding library, and price and format type). Two barcodes are printed and pasted each on the back cover of the AV Box and on the material.

CIRCULATION POLICY

Library Use

The Library is open to the faculty members, staff, students, and alumni and even to outside members who are engaged in research activities for use of the collection.

A. GENERAL RULES OF THE LIBRARY

i. Silence should be maintained in the Library.
ii. Spitting, smoking and other offensive or objectionable practices are strictly prohibited.
iii. Cell phones should be switched off or kept in the silent mode with in Library premises.
iv. Student ID Cards should be shown at entrance & also on demand whenever there is a Check.
v. Student ID cards/borrower cards are not transferable. Books are issued against borrower cards only on production of their own Student ID card.
vi. On completion of course No dues Certificate will be issued only on submitting all the materials borrowed from the library.
vii. Overdue charges will be collected if book is not returned by due date.
viii. 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.
ix. No eatables are allowed in the Library.
x. Violations of Library rules can lead to hefty fines / debarred from Library.
xi. Playing games, downloading games, software, music /video files is strictly prohibited in the electronic library area.
xii. Library computers are meant for library search only and students are allowed to work on their assignments also.

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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 Circulation module of (Library management software). For the faculty members, staff and other, membership cards are developed through the (Library database management software and the same is maintained in the Library for the members borrowing record.

C. BORROWER OR LIBRARY MEMBERSHIP CARDS

Individuals must complete a registration card and update their individual 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 SUC identification cards at the beginning of each semester or any other convenient time. This card must be presented for all borrowing transactions. Library cards are issued to outside members if they have annual membership or alumni membership of the Library. The students from the other schools, colleges and universities can use the library resources inside the SUC premises at Free of Cost (FoC) by submitted their ID proof. For such members 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 will not disclose information regarding any member's circulation record, i.e., what materials are Checked out to whom. If a book is urgently needed, the staff will attempt to contact the member about returning the item.

E. CIRCULATION POLICY FOR MBA PROGRAM, BBA PROGRAM AND OTHER MEMBERS BORROWING MATERIALS, LOAN PERIODS AND RETURNS

The number of books to be issued and loan period is classified into 4 broad categories. They are as follows:

i. BBA Program
ii. MBA Program
iii. Faculty and Staff
iv. Others include CPD students, Alumni and outside members

i. Membership Fees

The Library fees for SUC student is included in the annual fees as per the institution policies. The CTH Students will pay a security deposit of AED

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1000/= and the CPD Students will pay AED 500/= as a security deposit which will be refunded at the end of the course.

The alumni and outside annual membership with a security deposit of AED 500/= and it has to be renewed each year.

Collection of core text books from library is the responsibility of the student and no refund of utilization fee will be made.

ii. **Membership Forms**

Alumni Membership forms are available in the portal and print copies in the library as well.

iii. **Rules for Circulation of Print Materials for students**

Membership Type	Maximum No. of Core Text Books (Per Semester)	Loan Duration	No. of Reference Books	Loan Duration
MBA Program (Regular)	3	Permanent (E-books)	3	7 days
MBA Program (Week-end)	2	Permanent (E-books)	2	7 days
MQP (Regular & Week –end)	7	Semester (Print Books)	2	7 days
BBA Program (Regular)	5	Semester (Print Books)	2	7 days
BBA Program (Week-end)	5	Semester (Print Books)	2	7 days
Repeat Course BBA	1	Semester (Print Books)	N/A	N/A
CPD	Kits	Sale	2	7 days
CTH	3	Semester	2	7 days
TOEFL	1	Semester	N/A	N/A
IELTS	2	Sale	N/A	N/A
PET	1	Sale	N/A	N/A
City & Guilds	2 (1 Book + 1CD)	Sale	N/A	N/A
Alumni & others	N/A	N/A	2	7 days

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iv. **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.

v. **Rules for Circulation of E-books:**

The Students of MBA can receive the eBook codes from the library on every semester. Students need to personally visit the library and collect the codes. One the codes issued to the students then it is their responsibility to redeem the codes as soon as they received. Students are asked not exchange the codes with anyone. The skyline university is not responsible if the codes are exchanged between the students. The additional codes will not be given at any cost.

vi. **VitalSource Bookshelf downloading procedure:**

The User Guide will be given to the Students, which contains all the information about the downloading procedure of the Bookshelf. Students Skyline Portal Email ID will be used as user name and their ID number as Password. Students E-mail ID mentioned in the Admission Kit. Users can log on to the website, www. https://support.vitalsource.com/hc/en-us . Students can redeem the provided codes for the E-textbooks by entering their User Name and Password. Titles will be appeared once the codes are redeemed.

vii. **Renewals**

Users may renew any materials borrowed from the Library provided that no other person has made a request for the item. Two renewals will be allowed for any issued materials. On-campus students must present the book and a current identification card at the Circulation Desk. Requests for renewals by telephone will only be accepted from students who attend all of their classes' off-campus.

viii. **Late Fines**

The Library charges fine of AED 1/= day for overdue books from the students.

ix. **Penalty for Damages/Lost**

The cases of penalty for any damage or lost of any item will be referred to Head-Librarian for action.

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F. CIRCULATION POLICY FOR FACULTY & STAFF

The faculty members can avail library books by observing the following circulation policy.

Categories of Faculty

1. Regular Faculty
2. Part-time Faculty

i. 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	4for 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.

ii. 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.

1. 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 maximum for seven days only.

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iii. **Renewals**

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.

iv. **Penalty for Damages/Lost**

The cases of penalty for any damage or lost of any item will be referred to the Head-Librarian for action. The actions range from hefty fines to debarring from Library for a semester.

G. NON-CIRCULATING MATERIALS

Reference books like dictionaries, encyclopedias, atlas, maps etc., are not circulated by the Library.

H. SECURITY

The Library is very strict on any theft/ wear and tear of library collection. Proper actions will be taken against those who violate any Library rules. The actions range from hefty fines to debarring from Library for a semester.

I. CLEARANCE CERTIFICATE/ NO DUES CERTIFICATE

All those who leave the organization must return, replace or pay for all outstanding print and non-print materials that they have not returned to the Library. SUC Library will issue the clearance certificate to any faculty member only after he/she returns the borrowed materials from the Library.

WEEDING POLICY

Discard Plan

SUC library will analysis the existing collections based on the year of publication and physical condition of the print books. The outdated materials will be removed from the stock after the approval of EC members.

i. **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 Library staff is responsible for removing multiple copies, multiple editions, outdated materials and worn or damaged materials.

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ii. **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 Dean for the final approval. The Library staff is responsible for eliminating the existing titles.

A. 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:

i. Obsolete and/or inaccurate material
ii. Subject no longer of current interest
iii. Poor physical condition
iv. Old edition is no longer appropriate within current environmental context
v. Whether the title to be discarded is part of multi-volume set or series

B. Frequency of Discard

i. 2% of stock annually
ii. Dissertations after 3 years of submission
iii. As an ongoing collection management tool for each collection area

C. Retention (what not to discard)

i. Seminal works and selected copies of dissertations (approved by the Faculty)
ii. Local study material

D. Disposal of Withdrawn Stock

i. Last copies of material in good physical condition are offered to members of the Library
ii. Withdrawn books shall be handed over to any needy universities or institutions or organizations or recycling agencies
iii. Other material may be offered for sale at the Library's discard through exhibition
iv. Material in poor physical condition is disposed

E. Considerations for Periodicals

i. Incomplete and short runs of a title may be withdrawn particularly when the title is not received currently.
ii. 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".

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iii. 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.
iv. Duplicate issues of journals and magazines are discarded when a volume has been bound.

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.

A. GENERAL PRINCIPLES

i. Care and handling of library materials will be stressed to library employees and library users.
ii. Temperature and humidity controls will be sought for library materials.
iii. Book repair will be provided for materials damaged through rough use, heavy use, or accident.
iv. Binding will be used to preserve periodicals and other materials as needed.

B. REPLACEMENT OF LOST, DAMAGED, MISSING AND TORN LIBRARY MATERIALS

i. 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?

ii. 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.

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The following serial items will not be replaced when lost or damaged:

1. Newspapers and newsletters
2. Titles that are not held permanently
3. Titles that are not indexed

Since back issues may be expensive, the decision to replace will be 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. Should microforms be purchased rather than replacing paper issue(s)?
4. Is the periodical readily available elsewhere, including full-text sources available to Johnston Memorial Library users?
5. Does the information in the particular title have lasting value?
6. Is the lost or damaged piece more than five years old?

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SPORTS, HEALTH AND SAFETY

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SPORTS COMMITTEE

A. STRUCTURE OF THE COMMITTEE

Sports Committee is the guiding force for promoting the sports culture among the staff, faculty and student community at SUC. The committee is formed by incorporating members from faculty, staff and students. The formation of the committee is by selection from faculty and staff; while students have an option to join the committee based on their interest. The duration of the committee is for an academic year, during which they will meet at regular intervals to plan, discuss and execute the activities as scheduled by the Sports Department.

The purpose of the Sports Committee is to act in an advisory capacity for the following functions:

i. Suggest new ideas for developing Sports facilities and develop winning Teams
ii. To motivate students to utilize the Sports facilities for healthy living and participate in Sports activities
iii. Assist in selecting the SUC teams.
iv. Assist in selecting the best sports persons within and outside SUC for sports scholarships and awards
v. Assist in organizing the Internal and External Sports Events
vi. Help to conduct SUC picnic.
vii. Create Healthy and Friendly atmosphere in SUC campus.
viii. To develop leadership qualities through games and sports
ix. To conduct talent hunt for Sports persons

Sports Committee consists of the following:

i. Head Sports department
ii. Head Finance Department
iii. Designated Faculty and Staff members
iv. Registered Members of Student's Sports Committee

SPORTS CLUB

A sports club is established based upon the approval of the Dean of SUC, the sports club is governed by rules and as per the framework of SUC sports department. The sports club is formed for each major sport. (Each team must have a senior student who heads the club and takes the lead in organizing, executing and conducting sports events with the help of his team members. All the sports club teams will have to make their reports and submit to the sports committee for evaluation after respective events.

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Selection of Members: The SSD sends circulars to all the classes regarding formation of a new SUC students' Sports Committee in the month of September. Those who are interested, their names are forwarded to Dean and with his consent Sports Department selects members from each majors and forms the club for that academic year. The club members are also selected from the selected SUC teams.

SPORTS POLICY

A. INTRODUCTION

The Sports Department works actively throughout the academic year and arranges sports camps during summer vacations. Yearly time table is prepared by the Sports Department where male students and female students are engaged in various sports activities during the academic year.

The Department aims at achieving the highest participation and also selects suitable players for SUC team that can bring laurels at the national level. SUC offers coaching facilities in Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming. Students who do not participate in Inter-University athletics will have the opportunity to compete in intra-mural and club sports at SUC. Student participation in any athletic program is voluntary. The Sports Department has a policy in place to encourage students and organize sports events.

B. FACILITIES

i. Multi-gym

SUC has a well-equipped gym which can be used by its students, staff and faculty under the supervision of the gym instructor. Students have to register their names with the sports department before using the gym facilities. All users of gym facilities must follow the displayed instructions of how to use equipment and the need for warm up activities. Students can use this facility between **11 AM to 7 PM** from Sunday to Thursday wherein the days allocated to male students and male faculty/staff are Sunday, Tuesday, and Thursday and for female students and female faculty/staff it is on Monday and Wednesday. Male students and female students are not allowed to use the gym simultaneously.

ii. Multi-purpose Hall

The Sports Department provides facilities for various games such as Table Tennis, Badminton, Chess, Carom, etc. in the multipurpose hall which can be utilized by the students between 11 AM to 7 PM during break time and afternoons.

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iii. **Recreation Hall**

Billiards and Foosball facilities are available in the recreation hall for SUC students and staff members.

iv. **Playgrounds**

The Football and Cricket grounds are available for the use of students and to the community for healthy living.

v. **Hostel Recreation Facility**

Billiards and Foosball facilities are available in the students' hostel recreation hall

vi. **Basketball/Volleyball Courts**

The Basketball and Volleyball Courts are available for the use of students and staff

C. SPORTS SERVICES

i. Provides coaching to the students in various games such as Soccer, Basketball, Volleyball, Table Tennis, Badminton, Cricket and Swimming.
ii. Organizes various Inter-University sports events.
iii. Selects and trains teams to participate in various inter-university and intramural events.
iv. Provides exposure to students in Community Service Activities.
v. Provides the health services which include first aid and medicines for minor illness.

D. RULES AND REGULATIONS

i. The schedule of Sports Department should be followed very strictly.
ii. Any intentional damage caused to the equipment, facilities and structures of the Sports Department, the student will have to replace it or compensate the damage.
iii. Smoking is not allowed in the sports arena.
iv. Eatables are not allowed in the inside sports arena.
v. No chewing gum or spitting inside the sports hall and gym area.
vi. No fighting or disorderly behavior is permitted.

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vii. Good sportsmanship is expected always in the playing area.
viii. No student is allowed to play a game more than one hour during the rush hours.
ix. Sports clothes are required at all times when using sports facilities.
x. No friend or outsiders are allowed to use the sports facilities.
xi. Noise level should be kept to a minimum.
xii. Violation of any of the above rules may result in suspension from using the sports facilities.

E. SPORTS EVENTS

SUC organizes the following inter-collegiate, government, corporates, social and intra-mural sports activities during an academic year during Fall and Spring semesters.

The Sports Department also conducts various activities for the faculty and non-teaching staff members to promote a healthy and friendly atmosphere amongst them.

i. Inter-Collegiate/Inter-university Events
   a. Skyline Inter-University Cricket Tournament (Male students)
   b. Inter-University Table Tennis Tournament (Male students & Female students)

ii. Intra-mural Events
   a. Inter Discipline Cricket Tournament (Male students)
   b. SUC Sports Festival (Male students & Female students)

iii. Inter-school Event
   a. Skyline Inter-School Sports Festival (Male students & Female students)

iv. Faculty and Staff
   a. Faculty/Staff Sports Festival
   b. Faculty/Staff friendly matches with Students

v. Corporate Cricket Tournament

vi. Diplomat/Govt. Tournament

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F. ELIGIBILITY CRITERIA FOR PARTICIPATING IN SPORTS EVENTS

i. Inter-University Sports Events

a. The Inter-University sports program is conducted according to the rules of the Inter-University Athletic Conference and the Higher Education Sports Federation (UAE).
b. The participating teams (Universities/Colleges) should be accredited by the Ministry of Higher Education as well as the Universities operating in the Academic City/Knowledge Village (Dubai).
c. The Universities/Colleges invited are eligible for participation.
d. Acceptance of teams will be based on submitting entry forms within the due date.
e. All participating players' list must be duly attested by the Head of the Institution.
f. Corporates; Players must be the employees and visa holders of the same company.

ii. Intra-mural Sports Activities

a. All bonafide students of SUC enrolled for BBA, MBA, and CPD courses are eligible to participate in the activities representing their majors. The intramural sports activities will help in selecting SUC team.
b. Currently enrolled students who have not paid the SUC fee will not be allowed to participate unless and until due clearance is received from the Finance Department
c. The Alumnae students are not eligible for participation in the intramural sports program.

G. GENERAL GUIDELINES

i. Intramural competitions are held between the majors at BBA and MBA level and short courses.
ii. The intramural overall championship is based on Inter-discipline Rolling Trophy. If a team wins for 3 consecutive years, the trophy remains with them.
iii. International Federation rules and regulations of games will be followed. The rule book will be present on the recorder table at all times.
iv. The technical committee decision will be final and is not subject to any review or challenge.
v. All protests will only be received by the head of the departments of the team one hour before/after the match.
vi. Each participant must play for their respective teams formed on the basis of their majors in any activity; he/she should not switch to another team for the duration of that sport season.
vii. Any team captain who uses a player participating under an assumed name shall be suspended from participation for a minimum of one game.

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viii. Any individual who participates in more than one discipline during any sport season shall be suspended from participation in that sports semester. (Academic Year)

ix. Any individual who participates in an intramural sports activity under an assumed name shall be suspended from participation for the one academic year similar to the guidelines provided for repeat disciplinary committee. In addition, the falsely used I.D. will be confiscated and reported to Administration department for further action.

x. Any team with an illegal player will be debarred in that sport. The legal team player (the team they first played with) will not be penalized unless the legal team had knowledge of the player's actions.

xi. If the ineligible player has played in more than one game those games will be forfeited as well.

JERSEY / T-SHIRT COLOURS	
BBT	Green
BIB	Red
BBI	Black
BBM	Blue
BBF	Yellow
BBP	Green
MBA	Violet

H. SUC TEAM SELECTION PROCEDURE

i. In the initial months of Fall (September) and Spring (January), the sports department conducts orientation where information regarding various games, team selection and trial schedules is informed. The interested students have to register their names for being selected in the teams. Head sports department with the help of sports committee conducts the trials to test fitness and participation of students and later declare the team to represent the SUC. Information pertaining to the same will be displayed on the notice board and copies sent to concerned students.

GAME	MALE/FEMALE
Basketball	Male/Female
Volleyball	Male/Female
Throw ball	Female
Soccer	Male
Table Tennis	Male/Female
Cricket	Male
Badminton	Male/Female

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ii. The Head of Sports Department will assign a coach to each team. A playing squad list will be compiled by the assigned coach and submitted to the Sports Department for approval. The Head of Sports will remove all ineligible students as prescribed in the regulations of SUC and submit the lists to the administration office.
iii. Practice for all athletic teams are normally scheduled from 1400 to 1800 hours on Sunday to Thursday, or as announced by the coach with approval by the Head sports department. Selected students for respective teams will have to attend all scheduled practices sessions unless excused by the coach or Head sports department. Students are required to attend all the pre-scheduled practice sessions and matches by obtaining permission from respective faculty whose class they will be missing.
iv. The Head of Sports Department will provide required equipment for the players subject to budgetary limitations.
v. All sports seasons will begin and end in conformity with Higher College of Sports Federation regulations.

I. PARTICIPATION IN TOURNAMENTS

Department sends the SUC teams for different Inter-collegiate/Inter-University competitions. The department organizes Inter-discipline competition between students from different majors of study and selects prominent players from SUC team. Coaching camps are conducted for these players before finalizing the team. The Head of Sports Department will authorize the number of inter-university contests in which each team may participate, within the guidelines set by the Sports Committee. Acceptance of invitations to tournaments is selected based on the strengths of the college team, exams schedules, major college events and budgetary limitations.

J. CODE AND CONDUCT

i. Once the SUC players join the team they need to fill up the form given by the Head of Sports, giving commitment that they will play the entire intercollegiate, Interuniversity and invitation tournaments. In case without notice if they miss the match, he/she will be debarred from the SUC team.
ii. It is compulsory that the players must attend all the practice sessions arranged for the SUC team.
iii. During the practice sessions or tournament (Internal/External) all the members should maintain discipline to uphold the name of the SUC.
iv. The players representing the SUC team should maintain a highest code of conduct in all their inter-collegiate sports events to maintain the dignity of the University in practice and spirit.
v. In case of any indisciplinary activity in the sports field, during Sports activities within the University or while representing the University in external events; the student will be stopped with immediate effect from participating in any training sessions, representing SUC in tournaments/matches and using SUC facilities. He / She will also be referred to the Disciplinary Action Committee.

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The decision of the Committee will be informed to the student in written. If the student is unhappy, he / she may appeal to the Dean through the SUC grievance redressal procedure through the SSD. After the Dean reviews the appeal the decision of the Dean will be final and intimated to the student and the department and the necessary punishment will be implemented.

K. RESPONSIBILITIES OF THE STUDENTS

i. All the rules of Sports Department should be strictly followed.
ii. Good sportsmanship is expected always in the playing area.
iii. The player/member/student is responsible for any equipment issued for practice. It will be used only for practice or competition in the sport for which it is provided.
iv. The players/students must listen to the instructions given by the coach.
v. Student is responsible for all his/her belongings and the department is not responsible any lost or stolen valuables.
vi. Any accidents or injuries occur during the practice or play is the responsibility of the individual player. SUC will provide first-aid and take the responsibility of taking the injured player to the hospital with which SUC has signed an MOM.

L. BUDGETING AND PURCHASING

Annual budget for the Sports Department is prepared by the Finance Department after taking necessary recommendations from the Head-Sports. Every events and purchases for a particular academic year are budgeted well in advance for the smooth functioning of the departmental activities.

Purchases are generally done two times a year; before the start of the Fall and Spring semesters. All purchases and maintenance are done as per the guidelines given by the finance department.

M. DEVELOPING AND MAINTAINING FACILITIES

As per the strategic plan, developments of facilities are initiated by the Sports department. The students' requirements are surveyed before planning any new facility. SUC signs MOU with approved companies for the developmental works and maintenance. All periodical maintenance of the existing and new facilities are taken care by the Sports Department.

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N. SPORTS SCHOLARSHIP POLICY

The SUC Sports Scholarship has been conceived for students who have shown the ability in sporting and academic performance prior to joining SUC and who wish to fulfill their s
porting and academic ambitions while pursuing their academic career in SUC. The students are rewarded for their success in the various categories of sport achievement at various levels and are open to both BBA and MBA students. The scholarships granted are reduction in their tuition fees at SUC and are generally for the full duration of study (subject to academic performance and other requirements).

i. SPORTS SCHOLARSHIP COMMITTEE

A Sports Scholarship Committee will be formed in each academic year. The decision of this committee shall be final. The committee's decision shall be approved by the Dean. The committee comprises of the following members:

1. The chair of the Sports Committee
2. Registrar
3. Head of Sports
4. Head of Finance Department

ii. ELIGIBILITY CRITERIA

There are several criteria, which must be met – academic qualification for a course must be achieved and the recipient of a scholarship must be prepared to commit him/herself to involvement in the respective SUC sports club.

The scholarship student must represent SUC and only SUC in competition. A satisfactory level of academic and sporting progress is essential, if the scholarship is to be renewed on annual basis.

The student needs to consistently keep a satisfactory level of academic standing and other criteria which are:

1. The student must duly apply for sports scholarship.
2. 2.5 CGPA
3. Minimum 70% attendance in all classes
4. The student should not have any disciplinary proceedings against himself / herself.
5. Performance of the student in a particular game. A report from the coach will be taken.
6. Attendance during the training sessions
7. Support given to the Sports Department
8. The student should not be recipient of any other scholarship offered by SUC

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Apart from the above, the following supporting documents should also be furnished:

1. Sports Department (Head-Sport's and Coach's Report)
2. Transcript Clearance
3. Fee Clearance
4. DAC Clearance
5. List of Achievements
6. Recommendation Letter from Advisor, HOS, Dean

iii. NUMBER OF SCHOLARSHIPS IN EACH SEMESTER

SL NO.	GAME	15%	25%	50%
1	Football	1 Student	1 Student	1 Student who will be the best of all / An all-rounder
2	Basketball	1 Student	1 Student	
3	Cricket	1 Student	1 Student	
4	Table Tennis	1 Student	1 Student	
5	Volleyball	1 Student	1 Student	
6	Badminton	1 Student	1 Student	

Scholarship will not be awarded if there are no students who meet the eligibility criteria in any game.

II. HEALTH AND SAFETY

A. INTRODUCTION

Under the UAE Health & Safety Code, we are committed to undertake proactive measures to maximize safety performance at SUC. This objective is in compliance with SUC's legal obligations. The Health and Safety Policy provides a framework for the management of health and safety throughout SUC's undertakings. It is a specific requirement that all Departments and Sections have clear allocation of responsibilities in place for managing health and safety, and detail their organizational arrangements and processes for identifying hazards, assessing and controlling risks, and ensuring compliance with the Policy.

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B. FACILITIES

i. **Fire Extinguishers**
ii. **Fire Alarms**
iii. **Emergency Exit Plans**

C. SERVICES

i. **First-Aid facilities and Medical Room**
ii. **Multi-Gym**
iii. **Health Tips**
iv. **Mock drill**
v. **MOU with medical centers**
vi. **Implement measures to prevent accidents and injuries**
vii. **Provide information, instruction, training and supervision as appropriate**
viii. **Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place**
ix. **Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.**

D. DEAN'S RESPONSIBILITY

Dean is responsible for the planning, development and implementation of SUC Health and Safety Management Policies.

Dean fully accept that the effective management of health and safety is fundamental to enable SUC to minimize the impact of accidental loss on our activities and will assist us to meet our budget targets and the quality and efficiency of our performance. To support this commitment, we will regard legal or statutory requirements as setting the minimum standard we must achieve and health and safety needs will take precedence over all other operational activities. Where required, unsafe activities will be suspended until appropriate control actions are implemented.

To assist us in managing health and safety, the Head Sports Department of SUC has been appointed as University Health and Safety Head to co-ordinate health and safety and ensures that management objectives are an integral part of our activities and continuous improvement programs.

We ensure that, SUC employs a competent staff as Head of Health and Safety to support the management team and staff by providing health and safety management assistance, and where necessary, additional support is provided through external consultants. We will ensure that a number of competent persons are appointed to assist Management in meeting their responsibilities.

While it is a principle duty of all Managers to actively maintain and improve health, safety and welfare of all persons in their area of accountability; success in achieving this goal, and maintaining appropriate standards of health and safety, can only be

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achieved through the full co-operation and commitment of all concerned, whether manager, safety representative or employee.

All personnel have a responsibility never to perform a task that they believe to be dangerous or for which they have not received appropriate instructions, training and the correct equipment in order to carry out the task safely.

E. HEALTH AND SAFETY POLICY

The Health and Safety Policy provides a framework for the management of health and safety throughout SUC's undertakings. It is a specific requirement that all Departments and Sections have clear allocation of responsibilities in place for managing health and safety, and detail their organizational arrangements and processes for identifying hazards, assessing and controlling risks, and ensuring compliance with the Policy. This includes:

i. Implement measures to prevent accidents and injuries
ii. Conduct risk assessments and take appropriate action on findings
iii. Provide and maintain safe plant and equipment
iv. Ensure safe systems and methods of work
v. Provide arrangements for safe handling, transportation and storage of articles and substances
vi. Provide information, instruction, training and supervision as appropriate
vii. Provide and maintain a safe working environment for employees and students, ensuring adequate facilities and welfare arrangements are in place
viii. Provide personal protective equipment in line with risk assessments and safe systems of work
ix. Ensure adequate emergency arrangements are in place
x. Ensure consultation and communication on health and safety matters is undertaken timely
xi. Provide sufficient financing and resources to meet all stated objectives and to meet legal compliance requirements for health and safety
xii. Conduct regular inspections and audits of Departments, Services, and Sections to ensure compliance with health and safety requirements.

This Policy will be issued to all members of staff and students, and is readily available to all through various media formats such as notice boards, induction, training and the SUC intranet site. It is also freely available to external parties.

The Policy will be reviewed annually to monitor its effectiveness and to ensure that it reflects changes in legislation or corporate requirements. Interim reviews will also be undertaken as appropriate.

For all Health and Safety Policies, the custodian is the Dean of SUC.

Please find annexure, Fire & Safety Maintenance Form (SP-PH-004)

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HOSTEL POLICY (BBA / MBA /DBA)

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 students. The apartments are fully furnished with provision for self-cooking. Maintenance and housekeeping are managed by the Management. 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.

B. FACILITIES

i. Internal Hostel (Boys)
ii. External Hostel (Girls)
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 2015-2016 will be **AED 21,000/-**. The hostel fee shall not include mess charges.

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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.

E. CAUTION DEPOSIT& REFUND

i. 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.

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

ii. All the students admitted to the hostel should stay in the hostel preferably for the duration of the course.
iii. The student is also required to pay hostel room fee for the Academic year in which the student has joined the hostel.
iv. 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.
v. 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 will be 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 will not be entertained for any loss of property and will be penalized.

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I. ADMISSION TO HOSTEL

i. Students seeking admission in hostel must fill the hostel application form at the time of admission in the SUC. For Hostel Application, please find **Annexure A1**
ii. Application for admission to the furnished apartment must be submitted to the Finance Department.
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 warden to enable the student to have proper medical care by the parent/guardian.

J. ORIENTATION & HOSTEL INDUCTION

Hostel orientation will be conducted by the Hostel Manager/Supervisor at the start of every semester. Students will be informed of all necessary information, rules and regulations. 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 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 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.

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M. HOSTEL MEETINGS

Hostel meetings will be scheduled periodically by the Hostel Manager/Supervisor. 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 wardens to take the attendance.
iv. Authorized University staff 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

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forthwith. In this regard, the decision of the Warden is final and binding on the individual's concerned.

xi. Day scholars are not allowed in the hostel.

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. Hostellers coming to the hostel after the gate closing hours without prior permission or without valid reason would be fined. Regular late comers will not be allowed to stay in the hostel. The hostel timings should be strictly followed by all the hostellers. Students who are violating the timings will be given 2 warnings and on the third incident will lead to expulsion from the hostel and University.

xix. 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.

xx. Water should be carefully used and not wasted.

xxi. 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 Warden for appropriate action.

xxii. 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.

xxiii. 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 Dean through the SUC grievance redressal procedure through the SSD. After the Dean reviews the appeal the decision of the Dean will be final and intimated to the student and the department and the necessary punishment will be implemented.

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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 damage is done in anyone of the rooms 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 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 has to intimate the hostel staff well in advance 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.
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

Please find annexure, Hostel Application Form (Form A1, A2, B1, B2)

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FINANCIAL POLCIES

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FISCAL RESOURCES

B. REVENUE MANAGEMENT

I. REVENUE MANAGEMENT

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.

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. For every inward / outward transaction appropriate vouchers are raised with proper details.
d. Reconciling the receipts / payments with cash and Cheques.
e. Prepare daily cash / bank reports
f. Daily cash receipts / collection of Cheques are deposited in the bank the next working day.
g. Recording daily transactions in the accounting software.
h. Preparing daily, 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.

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iv. **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.

v. **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.

vi. **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.

vii. **Revenue Collections**

All revenue collections in SUC are in the form of cash; Cheques, bank transfers and payment made through credit cards/ debit cards.

viii. **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.

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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.

ix. **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.

x. **Income From Auxiliary Enterprises**

Auxiliary enterprises are self-supporting activities which provide non-instructional support in the form of goods and services upon payment of a specific cost. The auxiliary activities at SUC include outsourcing of cafeteria, sale of books, transport services, hostel accommodation, rental of playground, rental of college premises, reprographic services, sponsorships for events, donations received from corporate, playground revenue etc.

xi. **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.

xii. **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.

xiii. **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.

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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.

xiv. **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.

C. EXPENDITURE MANAGEMENT

i. Capital Expenditure

The capital budgeting process includes identifying and then evaluating capital projects for the company. Capital projects are the ones where the cash flows are received by the company over longer periods of time which exceeds a year. Almost all the corporate decisions that impact future earnings of the company can be studied using this framework. This process can be used to examine various decisions like buying a new machine, expanding operations at another geographic location, moving the headquarters or even replacing the old asset. These decisions have a power to impact the future success of the company. This is the reason the capital budgeting process is an invaluable part of any company.

The capital budgeting process is based on the following:

a. All the capital budgeting decisions are based on the incremental cash flows of the project, and not on the accounting income generated by it. The external factors that can impact the implementation of project and eventually the cash flow of company has to be fully considered while preparing / planning the capital budgeting.
b. All the cash flows of the project should be based on the opportunity costs. Opportunity costs account for the money that the company will lose by implementing the project under analysis. These are the existing cash flows already generated by an asset of the company that will be forgone if the project under analysis is undertaken.
c. The timing of the receipt of the cash flows is important. As per the time value of money concept, cash flows of the project received earlier has more value than the cash flows received later.

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d. All the cash flows from the project should be analyzed on an after-tax basis. The company should evaluate only those cash flows that they will keep, not those that they will pay to the government.
e. The financing costs pertaining to a project should not be considered while evaluating incremental cash flows. These costs are already reflected in the project's required rate of return.

Capital budgeting process is an amalgamation of very complex decisions and their assessments. A single project can easily harm or enable the company to a large extent. Hence, an analyst needs to understand all the steps involved as well as the basic principles of the capital budgeting process. The process involved for selection of the item will be as follows:

a. Performance and Technical Merit
b. Competitiveness of the proposal
c. Delivery Installation & Commissioning
d. Post contract and technical support
e. Training provision (if required)
f. Compliance with the conditions of contract
g. Environmental factors
h. Company standing
i. Benefits offered

After the item is evaluated the purchase orders are prepared and released after necessary approval.

ii. **Operational Expenditure**

This section is responsible for managing the expenditure of SUC. The expenditure management activities include payments, purchases, disbursements etc. The department also maintains various books of accounts by following laid down procedures in the policy & procedure manual and maintains audited reports for the scrutiny of BOG and legally approved authorities from the government. Expenditure is a vital component of SUC budget where appropriate funds are allocated for each department to fulfill their planned activities. In order to rationally utilize the scarce resources SUC finance department manages the expenditure by monitoring the utilization and expenditures on proper accounts. The components of expenditures of SUC are detailed below.

a) **Compensation To Employees**

The Finance Department disburses the salaries on monthly basis to all its employees as per the guidelines provided by the HR and as per budget allocated for salaries and compensations. All salaries are sent to respective bank accounts of employees and records are maintained as per the labor laws wherever necessary. The COEC authorizes salary payments for all faculty and staff personnel on the basis of the salaries as per records. The contract copy for each employee evidences the authorization for payment as maintained by the Finance Department.

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a. Salaries for full time faculty
b. Compensation to full time faculty for teaching extra load
c. Compensation to full time faculty for teaching summer
d. Compensation to full time faculty for guiding dissertation
e. Compensation to full time faculty for additional weekend payment
f. Compensation to full time staff for weekend payment
g. Re-imbursement of recruitment air tickets
h. Re-imbursement of staff air tickets
i. Compensation to full time faculty & staff for payment of other benefits & allowances.
j. Compensation to adjunct faculty
k. Salaries for staff
l. Salaries for overseas office staff
m. Salaries for staff for weekend payment
n. Compensation for student trainees
o. Compensation for part time staff

b) **Authority To Make Additional Payments**
Finance Department makes additional payments to employees for additional responsibilities and changes to existing salaries and wages only upon written authorization from Dean which is approved by COEC.

c) **Confidentiality Of Payroll Information**
The Finance Department maintains confidentiality of all disbursements of salaries and compensation and any other additional payments which are authorized by DEAN and which are approved by COEC.

d) **Process Of Releasing Salaries To Faculty / Staff**
Each payroll prepared for disbursement is reviewed and approved by the COEC, HRR prior to the bank transfers. The HHR approves the payroll prepared by Finance Department verifying the following:

a. Review of all employees' loan and advances and make deductions accordingly.
b. Review all absences of employees and recommend a salary deduction for such absences as the Head HR deems appropriate.
c. Make changes to an employee's pay in accordance with written authorization from the Dean and approval of COEC.
d. Enroll an individual on the payroll in accordance with written authorization from the Dean and approval of COEC.
e. Salary statements are prepared
f. The amount due is transferred to the bank accounts for faculty and staff
g. The salary for the academic support staffs are transferred to Central Bank as per the WPS guidelines of United Arab Emirates.

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e) **Recruitment expenses**
   a. All Recruitment by the HRD (hiring of local and international faculty and staff are done following the norms and policies of the institution and against pre-approved budgets.
   b. In international recruitments the faculty / staff are reimbursed with their air ticket charges.
   c. If the faculty or staff is recruited through agencies the agency charges are paid against approved purchase orders.

f) **Reimbursements To Faculty / Staff / Students**
   a. Any faculty / staff or students of SUC spends any amount out of pocket for any official purpose, such amounts are reimbursed provided appropriate bills are produced within the framework of the guidelines and approval is taken from the concerned authority.
   b. Identify the bill to be reimbursed is within the purview of the budget or policy or approved by an authority.
   c. Identify if the nature of purchase has prior approval, if not necessary approval must be sought for the reimbursement.

g) **Purchases / Procurements, Requisitioning & Preparation Of Local Purchase Order**
   a. Every department or individual fills up an online requisition form.
   b. The Finance Department verifies the requisition with the budget.
   c. The Finance department after verifying the inventory position from respective departments invites quotations from vendors.
   d. Evaluates the quotation and selects suitable vendor.
   e. After selecting the vendor the finance department prepares a local purchase order.
   f. Process the local purchase order and sends it to DEAN for authorization and approval from COEC.
   g. The approved local purchase order is then sent to the vendor for supplies.

h) **Inventory**
   a. Goods are received against the purchase order are verified for quantity, quality and recorded in the inventory.
   b. Verify the inwards and tally with the bill and LPO.
   c. Defective, damaged and non-specified items are to be returned to vendor.
   d. Received goods sent to the stores for inventory or to the respective department.
   e. Maintain stores register along with barcodes.

i) **Vendors Listing & Payments**
   a. Vendor's lists are approved at the beginning of the academic year.
   b. Vendor's are listed in the database
   c. All approved bills verified by the respective department and concerned authorities are sent to Finance Department for payment.
   d. All payments above AED 500/- are paid vide cheques.

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e. Expenditure sheets for the concerned expenditure are updated.
f. Issue crossed cheques in the name of the vendor.
g. Vendor payment are done on the 5th and 20th of every month.

j) **Payment Of Utility Bills**
Utility bills of the institution are paid at the end of each month by cheques. The telephone bills of approved employees are paid by the finance department as per the approved limits, any excess amount beyond the approved limits will have to be borne by the employee.

k) **Credit Card Settlement**
Expenses which are made by credit card

l) **Payment of marketing incentives**
The Incentive system for the Marketing, Admission & PR Department for both BBA and MBA Program is to primarily enhance commitment level and contribution of each individual in the department, and encourage them to work towards providing better services to our prospective students as well as improving the overall performance of the department as a whole. The primary object of such implementation is to increases individual's commitment towards increasing the enrollments in each intake at both BBA and MBA. This also gives a sense of responsibility to keep a track and follow up of the students enrolled by individuals for a particular intake till the student starts his/her classes.

Money is a motivator for every individual and if linked with performance gives desired results, but for an educational institution this motivator can possibly becoming a disadvantage if not implemented carefully with proper check keeping in mind that we do not sell products but instead are responsible for imparting knowledge to young generation and helping them make a meaningful future for themselves by delivering quality of education as well as right information from the time they enter at SUC till their graduation

Organization vision, mission, goals and objectives are also an important attribute which needs to be kept in mind while linking commercial aspects to a department who operations are very sensitive as it is the first point of contact for anyone who wishes to enroll with us.

Definition of Incentive: As the Marketing, Admission & PR Department sets targets for BBA and MBA Programs for both Arab and Non-Arab markets and both office follow a similar pattern right from start till the end which includes it basic functioning, planning, media planning, visits, budgeting, costing etc, and finally enrolling a student to SUC by giving them the right and reliable inputs. We believe it would be wise to implement a collective structure for the department as a whole which would be a consolidated amount of money to be credited to the account of Marketing, Admission & PR Department. for each enrollment materialized so that everyone feels a part of a team and work together towards achieving their targets collectively. Finally this consolidated

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amount is credited to the department which would be sub divided into individuals as per the below structure.

m) **Payment to SUC international office**
All payments to international office will be as per the budget plan and the payment sheets have to be approved before any spending is done.

n) **Deposits and Guarantees Forfeiting**
The deposits and guarantees taken by SUC from students are:
a. Passport Guarantees
b. Library Deposits
c. Hostel Deposits
The deposits and guarantees which are not claimed by the students five years from the date of graduation or from the date of cancellation will be forfeited. After the expiry of five years the student will have no further claim to the deposits.

o) **Payments for maintenance of the institution**
All the payments for the maintenance are done against the approved budget. The payments are approved by the maintenance officer and are released against approved purchase orders.

p) **Payments for marketing, media and promotional activities**
Budget for the Marketing Department is approved prior to the SUC budget as to enable them to book their payments in advance with various suppliers. All payments are released against approved purchase orders. Periodic variance reports are generated to monitor the financial performance of the department.

q) **Payments for events and community services**
SUC budgets all events that are being conducted in the financial year, provisions are being kept for any unexpected events that may arise during the year. The events coordinator works with the pre-approved budgets and the payments are released to the supplier / vendor against approved LPO's. All advances taken during the conduct of the event will have to be settled with a report of all expenses with the original bills attached.

r) **Payments for learning support services**
Library: Payments for the purchase of hard bound books, E-Books, institutional memberships, payments for purchase of E-Databases are done against approved budgets. The library prepares the requisition and the purchase orders are made against the requisition and the necessary approvals are taken before the purchase.

Computer Department: Budget for the Computer Department is approved prior to the SUC budget as to enable them to book their payments in advance with various suppliers. Separate budgets are made for the capital items if required.

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Major non-budgeted contingency requirements are made by taking prior approvals and suitable amendments made in the budget.

s) **Payments for Sports Department**
All items sourced by the sports department will be budgeted in prior and payments will be released through proper purchase orders. For the conduct of the budgeted sports events the sports coordinator approves the payment to be released to the supplier / vendor. All advances taken during the conduct of the event will have to be settled with a report of all expenses with the original bills attached.

t) **CPD expenses**
The Centre for Professional Development is being allotted a budget which encompasses the advertisement and promotional activities, payment of franchise fees, purchases of books and kits, corporate training expenses, provisions for newly introduced courses

u) **General Payments**
All payments for approved expenditures relating to the departmental budgets are made by the finance department on fulfilling the predetermined procedures and submitting the relevant documents.

D. FINANCIAL OPERATIONS

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 COEC is empowered with the task of approval of all documents. The Dean 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 COEC. 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 Dean 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 Dean. 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 COEC for final approval.

ii. Policy & Procedure– New Policies / Review /Amendments

Finance Department's policies and procedures are formulated to reach its long term goal in accordance with the strategic plan of SUC.

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Policies and procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them. Procedures are the specific methods employed to express policies in action in day-to-day operations of the organization.

a. 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

b. 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.

c. Amendment To Existing Policies

If an existing policy does not meet the best practice guidelines or if there are new risk 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 Dean after which it is amended and disseminated to the concerned departments and individuals. Final approval of amendments is done with the approval of the COEC.

d. 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.

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e. **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.

f. **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.

g. **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

FEE COLLECTION POLICY

Effective AY 2016-17 new and continuing student's fee payment will be as follows:

Student invoices will be issued with the admission kit and it is the student's responsibility to go through the same and pay the fees as per the invoices issued and as per the University policy.
The student is required to pay the yearly fees in full by cash or submit postdated cheques, credit card authorization for number of installments of fees at the start of each academic year.
No exchange of cheques is allowed, however, cash payment against the cheques can be done 5 days prior to the date of the cheques.

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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.

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.

In case of postponement the charge on the 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 bank will be informed to cease further debits.

Students who fail to make payment of tuition fees within the first ten days will be charged AED 10/- per day from the 11th of the due month till the payment is received. Student whose fees are outstanding for one month will have their portal services blocked and will be activated only on clearing their dues. Student having two months outstanding will be deactivated and if the fees are not cleared before the final examination, student 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.

As a last resort, a notice of termination 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 5,000/- will be applicable in order to reactivate the student.

NEW STUDENTS: Policy on payment of tuition fees using credit card / debit card

Payment of tuition fees for the academic year will be either:

a. Debit / Credit Card Authorization
b. Submit academic year fees by postdated cheques
c. Full Payment in Cash

The following procedures will have to be abided by the students who chose the recurring payment authorization:

a. 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.

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b. 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.
c. If the credit card / debit card expires between his periods of study, new card details to be furnished before the next debit cycle.
d. If the student wishes to replace the card details, the same has to be furnished 15 days before the next debit cycle.
e. Deferment of fees will not be allowed for any student.
f. 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.
g. 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.
h. 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 the to pay the tuition fees by postdated cheques:

a. 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.
b. 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.
c. No exchange of cheques is allowed, however, cash payment against the cheques can be done 5 days prior to the date of the cheques.
d. 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.
e. 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.
f. 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.

CONTINUING STUDENTS: Policy on payment of tuition fees using credit card / debit card

Payment of tuition fees for the academic year will be either:

a. Debit / Credit Card Authorization
b. Submit academic year fees by postdated cheques

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c. Full Payment in Cash

The following procedures will have to be abided by the students who chose the recurring payment authorization:

a. 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.
b. 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.
c. If the credit card / debit card expires between his periods of study, new card details to be furnished before the next debit cycle.
d. If the student wishes to replace the card details, the same has to be furnished 15 days before the next debit cycle.
e. Deferment of fees will not be allowed for any student.
f. 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.
g. 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.
h. 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 the to pay the tuition fees by postdated cheques:

a. 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.
b. 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.
c. No exchange of cheques is allowed, however, cash payment against the cheques can be done 5 days prior to the date of the cheques.
d. 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.
e. 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.

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f. 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.

MISCELLANEOUS FEE PAYMENT POLICY

a. Hostel Fee payment policy

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 students. The apartments are fully furnished with provision for self-cooking. Maintenance and housekeeping are managed by the Management. 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.

Facilities

viii. Internal Hostel (Boys)
ix. External Hostel (Girls)
x. Internet
xi. Recreation facilities
xii. Transport during weekends
xiii. Kitchen
xiv. Laundry
vi. **Internet (For the Internal Hostel only)**
vii. **Grocery items are available (For the Internal Hostel only)**
viii. **Picnics, Get together, Birth Day Parties etc.**
ix. **Chef's service is available**
x. **Health/Medical support for students in emergencies**

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 academic year
2015-2016 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. 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.

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i. **Transportation Fee payment policy**

a. SUC has written agreement with M/S Swiftline Transport where it is agreed that they will provide transportation to the students of SUC.

b. Students who wish to avail transportation should approach the Finance Department and duly fill up the registration form whereby the students mention his place of stay (if, possible landmarks near your location for easy identification. Students will be picked up from their designated places by the drivers who will give the students individual timings as to what time the transportation will reach their designated places. Students have to make sure that they report to the designated stops earlier than the timings given to them. The drivers under no circumstances will wait for a student as their trips are time bound. Students will be given the contact numbers of the drivers so that co-ordination and further contacts can be made by the student directly with the drivers. Students should inform the Finance Department before the month ends if he/ she want to discontinue the facility.

c. 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. Transport fees are charged for the calendar month irrespective of how many days they avail the facility in the month. The bus pass has to be shown to the bus driver or the supervisor designated by SUC. After the due date if the students do not comply by paying their transport fees, the transport facilities will be discontinued for such students. In the event a student is not being picked up, the student has the right to get his conveyance to SUC reimbursed, provided he / she has paid the transport fees till that month and a confirmation from the driver that the student was being not picked up. The college will not be responsible if the student does not report to the designated waiting place he/she is being given by the driver and in such cases the student will not be reimbursed their conveyance to the college. Similarly the buses will depart from the college at the stipulated time and the college will not be liable or held responsible for the same.

d. The students should always behave in an orderly manner causing minimal inconvenience to the other students. Any dispute in the bus or regarding transportation will be referred to the Finance department and the designated staff will try to reach an amicable solution. Any unruly acts in the college transportation will result in expulsion of the student from the vehicle and the facilities will be terminated till a further decision on the matter is decided.

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f. **REFUND POLICY– BBA**

III. Non- Visa Student

2. Degree Main Program

g. **Application & Registration fee –** AED 1,000/- Non-refundable / Non transferable

h. **First Installment Fee –** AED 5,000/-

viii. AED 5,000/- refundable before the commencement of the program the student has enrolled.

ix. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give TOEFL exam or result is still awaited.

x. If the student wishes to postpone to the next intake before commencement of the batch, 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 AED 1,500/- as postponement fee and new fee structure will apply. [not applicable for visa, visa-embassy letter & international students]

xi. Postponement fee for the existing/current students is AED 2,000/-.

xii. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances

xiii. If the student transfers his registration to the next intake and decides to cancel his registration in such cases no refund will be applicable on the first installment fees.

xiv. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.

i. **Tuition Fee**

ii. The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

j. **Scholarship/Fee Waiver/Recommendation**

ii. If student is on any scholarship/waiver, the same is applicable only if 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 release of any academic & non-academic documents.

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k. Hostel

ii. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.

l. Transportation

ii. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

3. MAIN PROGRAM & FOUNDATION PROGRAM [AIPC]

d. Application & Registration fee –AED 1,000/ - (Non-refundable / Nontransferable)

e. First Installment Fee – AED 5,000/- [Applicable towards the Degree Program]

v. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

vi. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- will not be refunded

3- If the student wishes to postpone to the next intake before the commence of the batch, 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 AED 1,500/- as postponement fee and new fee structure will apply.

4- If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

vii. **FAIL:** If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. However, new fee structure will apply for the main program.

viii. **FAIL:** If a student fails the TOEFL/IELTS exam and wishes to discontinue before the commencement of the class, the First Installment fee of AED 5,000/- can be refunded. Once the class has started no refund applicable.

f. Tuition Fee

ii. The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

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IV. VISA STUDENTS – LOCAL / VISA-EMBASSY LETTER CASE FROM SUC

1. DEGREE MAIN PROGRAM

f. Local Visa Case

xii. Application & Registration fee – AED 1,000/ - Nonrefundable / Non transferable

xiii. First Installment Fee – AED 5,000/- Nonrefundable / Non transferable

xiv. Visa Fee – AED 6,000/- Nonrefundable / Non transferable

xv. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the Application & Registration fee (AED 1,000/-) + AED 500/- as service charges and refund the remaining fees.

xvi. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the Application & Registration fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded

xvii. 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 & Registration fees & First Installment fees.

xviii. Visa charges are fully non-refundable once visa is filed to Immigration Authorities (subject to change as per Government rules and regulations). Postponement to the next intake will not be allowed.

xix. If a registered student wants to postpone to next succeeding intake before his arrival in UAE, visa postponement charge of AED 2,500/- and new fee structure will apply. In case student fails to arrive in the country within stipulated validity of the visa, then the postponement charge along with visa re-application fee of AED 500/- and new fee structure will apply.

xx. 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 release of any academic & non-academic documents

xxi. 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.

xxii. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

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g. Visa-Embassy Letter Case

ix. Application & Registration fee – AED 1,000/ - Nonrefundable / Non transferable

x. First Installment Fee – AED 5,000/- Nonrefundable / Non transferable

xi. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.

xii. In case, when 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 cancelled and no refund of first semester fees

xiii. If the visa is rejected and 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.

xiv. 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 release of any academic & non-academic documents

xv. 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.

3. Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
4. 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.

xvi. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

h. Scholarship/Fee Waiver

i. 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 release of any academic & non-academic documents

i. Hostel

ii. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

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j. **Transportation**

iii. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

3. **FOUNDATION PROGRAM [AIPC]**

d. **Application & Registration fee –** AED 1,000/ - (Nonrefundable / Nontransferable)

e. **First Installment Fee –** AED 5,000/- [applicable towards the Degree Program]

v. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

vi. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded

3. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
4. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

vii. **FAIL:** If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.

viii. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, no refund applicable.

f. **First Cheque Payment: AIPC Program + Math Crash Course**

i. In case, the student fails any of the placement tests, first cheque payment will be adjusted towards the fee for the Foundation program. It could be Foundation for English proficiency (AIPC) or Math or both. The student will have to pay the First installment fee of the Main Program.

V. **VISA STUDENTS – INTERNATIONAL**

3. **Degree Main Program**

g. **First Installment Fee**
BBA–USD 3,561/- Non-refundable / Non-transferable

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h. Visa Fee – USD 1,645/- Non-refundable / Non-transferable

v. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.
vi. 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. Rest of the fees (Passport Guarantee & 1stCheque Payment) will be refunded
vii. 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.
viii. Visa charges are non-refundable once 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 before his arrival to the country, visa postponement charge of **USD 685/-** . In case the student fails to arrive in the country within the stipulated period of the visa, then the postponement charges along with the visa re-application fee of **USD 140/-** will apply.

i. Tuition Fee

v. 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.
vi. The first installment fee can be transferred to one subsequent intake only before the arrival of the student in the country, if student officially fills-up postponement form with applicable fee. However, new fee structure will apply.
vii. Once the student has come & attended the class, no postponement will be allowed.
viii. If the student fails the TOEFL exam and wishes to discontinue, the University will retain the first installment fee along with visa and TOEFL exam fee and refund the remaining amount (passport guarantee & hostel deposit).

j. Scholarship/Fee Waiver

iii. 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 release of any academic & non-academic documents.

k. Hostel

ii. Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete academic year.

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l. Transportation

iv. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

4. <u>FOUNDATION PROGRAM [AIPC]</u>

i. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

ii. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of USD 3,561/- will not be refunded.

3. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
4. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

iv. **FAIL:** If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.

v. **AIPC Program + Math Crash Course -** In case, the student fails any of the placement tests, first installment payment will be adjusted towards the fee for the Foundation program. It could be Foundation for English proficiency (AIPC) or Math or both. The student will have to pay the First installment fee of the Main Program on completion of the Foundation Program.

g. **REFUND POLICY– MBA**

IV. Non- Visa Student

1. Degree Main Program

g. Application & Registration fee – AED 1,000/- Non-refundable / Non transferable

h. First Installment Fee – AED 5,000/-

viii. AED 5,000/- refundable before the commencement of the program the student has enrolled.

ix. No refund is applicable after the commencement of the program even if the student has not attended the class or is yet to give TOEFL exam or result is still awaited.

x. If the student wishes to postpone to the next intake before the commencement of the batch, the first installment fee can be transferred to the subsequent intake by filling the postponement

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form without any additional fee. However, if he wishes to postpone for the second time, he has to pay AED 1,500/- as postponement fee and new fee structure will apply. [not applicable for visa, visa-embassy letter & international students]

xi. Postponement fee for the existing / current students is AED 2,000.-

xii. Student registering after the commencement date of the intake, in such cases there will be no refund applicable under any circumstances

xiii. If the student transfers his registration to the next intake and decides to cancel his registration in such cases no refund will be applicable on the first installment fees.

xiv. If a student fails the TOEFL/IELTS exam after commencement of the class and wishes to discontinue, no refund will be applicable.

i. Tuition Fee

ii. The tuition fee will be calculated till the date of official cancellation by the student or their guardian.

j. Scholarship/Fee Waiver/Recommendation

ii. If student is on any scholarship/waiver, the same is applicable only if 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 release of any academic & non-academic documents.

k. Hostel

ii. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one year.

l. Transportation

ii. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

2. MAIN PROGRAM & FOUNDATION PROGRAM [AIPC]

d. Application & Registration fee –AED 1,000/ - (Non-refundable / Nontransferable)

e. First Installment Fee – AED 5,000/- [Applicable towards the Degree Program]

v. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

vi. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- will not be refunded

3- If the student wishes to postpone to the next intake before the commencement of the batch, the first installment fee can be transferred to the subsequent

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intake by filling the postponement form without any additional fee. However, if he wishes to postpone for the second time, he has to pay AED 1,500/- as postponement fee and new fee structure will apply.

4- If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

vii. **FAIL:** If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. However, new fee structure will apply for the main program.

viii. **FAIL:** If a student fails the TOEFL/IELTS exam and wishes to discontinue before the commencement of the class, the First Installment fee of AED 5,000/- can be refunded. Once the class has started no refund applicable.

f. Tuition Fee

ii. The tuition fee will be calculated till the date of official cancellation by the student or their guardian

V. VISA STUDENTS – LOCAL/VISA-EMBASSY LETTER CASE FROM SUC

2. DEGREE MAIN PROGRAM

f. **Local Visa Case**

xii. Application & Registration fee – AED 1,000/ - Non refundable / Non transferable

xiii. First Installment Fee – AED 5,000/- Non refundable / Non transferable

xiv. Visa Fee – AED 6,000/- Non refundable / Non transferable

xv. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the Application & Registration fee (AED 1,000/-) + AED 500/- as service charges and refund the remaining fees.

xvi. If a student is rejected on health grounds by the Immigration and Naturalization Authorities; in such cases, the Application & Registration fee, first installment fee & visa fee will be non-refundable. The hostel fees will be calculated until the last day of his/her stay. Rest of the fees (Passport Guarantee & 1st Cheque Payment) will be refunded

xvii. 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 & Registration fees & First Installment fees.

xviii. Visa charges are fully non-refundable once visa is filed to Immigration Authorities (subject to change as per Government

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rules and regulations). Postponement to the next intake will not be allowed.

xix. If a registered student wants to postpone to next succeeding intake before his arrival in UAE, visa postponement charge of AED 2,500/- and new fee structure will apply. In case student fails to arrive in the country within stipulated validity of the visa, then the postponement charge along with visa re-application fee of 500/- and new fee structure will apply.

xx. 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 release of any academic & non-academic documents

xxi. 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.

xxii. If a student cancels after the commencement of the degree program, any advanced installment paid will be non-refundable.

g. Visa-Embassy Letter Case

ix. Application & Registration fee – AED 1,000/ - Non refundable / Non transferable

x. First Installment Fee – AED 5,000/- Non refundable / Non transferable

xi. If the student is granted a visa based on the letter issued by SUC, no refund of fees paid till First Semester is applicable.

xii. In case, when 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 cancelled and no refund of first semester fees

xiii. If the visa is rejected and 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.

xiv. 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 release of any academic & non-academic documents

xv. 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.

3. Once visa letter issued by SUC has been used, postponement to the next intake will not be allowed.
4. If the student does not attend any class for 3 consecutive weeks from the commencement of the class, SUC has the

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right to cancel/revoke the letter issued with the concerned authority.

xvi. If a student cancels AFTER the commencement of the degree program, any advanced installment paid will be non-refundable.

h. Scholarship/Fee Waiver

i. 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 release of any academic & non-academic documents

i. Hostel

ii. Once hostel is booked and the student wishes to cancel, the student is liable to pay for the complete one academic year.

j. Transportation

iv. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

3. FOUNDATION PROGRAM [AIPC]

d. Application & Registration fee – AED 1,000/ - (Non refundable / Non transferable)

e. First Installment Fee – AED 5,000/- [applicable towards the Degree Program]

v. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

vi. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- cannot be refunded

3. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
4. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

vii. **FAIL:** If a student fails the IELTS exam and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.

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viii. **FAIL:** If a student fails the IELTS exam and wishes to discontinue, no refund applicable.

f. First Cheque Payment: AIPC Program

i. In case, the student fails the placement test, first cheque payment will be adjusted towards the fee for the Foundation program. The student will have to pay the First installment fee of the Main Program.

VI. VISA STUDENTS – INTERNATIONAL

3. Degree Main Program

g. First Installment Fee
MBA–USD 5,041/- Non refundable / Non transferable

h. Visa Fee – USD 1,645/- Non-refundable / Non-transferable

v. If a visa is rejected by the Immigration and Naturalization authorities, the University will retain the first installment fee and refund the remaining fees.

vi. 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. Rest of the fees (Passport Guarantee & 1stCheque Payment) will be refunded

vii. 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.

viii. Visa charges are non-refundable once 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 before his arrival to the country, visa postponement charge of USD 685/- . In case the student fails to arrive in the country within the stipulated period of the visa, then the postponement charges along with the visa re-application fee of USD 140/- will apply.

i. Tuition Fee

v. 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.

vi. The first installment fee can be transferred to one subsequent intake only before the arrival of the student in the country, if

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student officially fills-up postponement form with applicable fee. However, new fee structure will apply.

vii. Once the student has come & attended the class, no postponement will be allowed.

viii. If the student fails the TOEFL exam and wishes to discontinue, the University will retain the first installment fee along with visa and TOEFL exam fee and refund the remaining amount (passport guarantee & hostel deposit).

j. Scholarship/Fee Waiver

ii. 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 release of any academic & non-academic documents.

k. Hostel

ii. Once hostel is booked and the student wishes to cancel, student is liable to pay for the complete academic year.

l. Transportation

ii. Transportation fee is to be paid for a minimum period of one month and there is no refund if the student wishes to cancel it in middle of the month.

4. FOUNDATION PROGRAM [AIPC]

i. **PASS**: If a student successfully passes the AIPC Program and wishes to join the degree program the first installment fee will be transferred.

ii. **PASS:** If a student successfully passes the AIPC Program and does not wish to continue with the degree program, the first installment fee of USD 5,041/- will not be refunded.

3. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
4. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.

vi. **FAIL:** If a student fails the IELTS/TOEFL exam and wishes to discontinue, no refund applicable.

vii. AIPC Program - In case, the student fails the placement test, first installment payment will be adjusted towards the fee for the Foundation program. The student will have to pay the First installment fee of the Main Program on completion of the Foundation Program.

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MQP MBA REFUND POLICY (IN AED)

i. **Application & Registration fee –** AED 1,000/ - (Non refundable / Non transferable)
j. **First Installment Fee –** AED 5,000/- [Applicable towards the Degree Program]
k. **PASS:** If a student successfully passes the MQP Program and wishes to join the degree program the first installment fee will be transferred
l. **PASS**: If a student successfully passes the MQP Program and does not wish to continue with the degree program, the first installment fee of AED 5,000/- will not be refunded
m. 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 AED 1,000/- as postponement fee and new fee structure will apply.
n. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.
o. **FAIL**: If a student fails the MQP Program and wishes to repeat the course, the first installment fee of AED 5,000/- will be transferred to the degree program. New fee structure will apply.
p. **FAIL**: If a student fails the MQP Program and wishes to discontinue no refund applicable.

h. **MQP MBA REFUND POLICY (IN USD)**

h. **First Installment Fee –** USD 5,041/- [Applicable towards the Degree Program]
i. **PASS**: If a student successfully passes the MQP Program and wishes to join the degree program the first installment fee will be transferred
j. **PASS**: If a student successfully passes the MQP Program and does not wish to continue with the degree program, the first installment fee of USD 5,041/- cannot be refunded
k. The first installment fee can be transferred to one subsequent intake only, if student officially fills-up postponement form with applicable fee however, new fee structure will apply.
l. If the student transfers his registration to the next intake and decides to cancel his registration thereafter, in such cases no refund will be applicable on the First Installment fees.
m. **FAIL**: If a student fails the MQP Program and wishes to repeat the course, the first installment fee of USD 5,041/- will be transferred to the degree program. New fee structure will apply.
n. **FAIL**: If a student fails the MQP Program and wishes to discontinue, no refund applicable.

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A. FEE PAYMENT POLICY (BBA/ MBA/ DBA) (STUDENT FINANCIAL POLICY)

SUC will publish a schedule of fees for miscellaneous activities at the start of the academic year. As per the fee schedule issued, the students are required to comply and adhere to the following terms and conditions:

i. Fees shall be paid at the time and in the manner specified in the payment plan issued to the student at the time of admission into SUC.

ii. The rule stipulates that the installment falls due on the first day of every calendar month and should be paid before the 10th of that month, until or unless SUC issues any notice mentioning any change in the payment method or in the event of SUC remaining closed for any major holidays / events, the next working day will be the effective date for payment of fees. SUC will not issue any circular / notices and will not be responsible for any negligence regarding any Information which is not gathered by the students in the stipulated time frame mentioned. The students have every right to gather or seek information on such aspects like fee payment deadlines, and any other fee related issue involving students.

iii. Students who fail to make payment of tuition fees within the first ten days will be charged AED 10/- per day from the 11th of the due month till the payment is received. Student whose fees are outstanding for one month will have their portal services blocked and will be activated only on clearing their dues. Student having two months outstanding will be deactivated and if the fees are not cleared before the final examination, student 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.

iv. As a last resort, a notice of termination 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 1,500/- will be applicable in order to reactivate the student.

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v. On the termination of a student's enrolment under the provision of these regulations, an admission cancellation form shall be completed by the Students Service Department and forwarded to the Finance and Administration Department for further action.

vi. Students who are deactivated on account of pending fees at the end of the financial year can be re-activated with the clearance of dues including re-activation charges of AED 2,500/-.

vii. Students are permitted to pay fees either by way of Cash, Cheques or Credit Cards. Students who wish to pay their fees with cheques have to make sure they adhere to the following terms and conditions.

viii. 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.

ix. Students should ensure that there are no errors or overwriting in the cheques and proper authorized signatures are there for every correction made in the cheques.

x. Students should ensure that cheques given should contain the new security feature as per the mandate of Central Bank of UAE.

xi. Students should ensure that they procure a receipt for every transaction and the contents should be checked before leaving the counter.

xii. 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.

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.

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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.

MOU/SCHOLARSHIP FUND ALLOCATION POLICY

The funds allocated for MOU/Scholarship varies for different categories as listed below. The fund is recommended by Marketing and Finance Departments to COEC which is then submitted for approval by BOG. The fund for corporate, government, embassies/consulates, and schools varies from AED 500,000 to AED 1,000,000 or as per approval and the newly implemented sports scholarship worth AED 100,000 for students who have shown excellent ability in sports prior to joining SUC & wish to fulfill their sports and academic ambition while pursuing their academic courses at SUC. This amount is duly approved by BOG. The duration of the utilization of funds is limited to a period of one year. If the allocated fund is utilized before the expiry of the agreement, an additional fund can be allocated for the remaining period of the agreement after duly approved by the BOG. However if the amount is not fully utilized within the period, the same amount cannot be carried forward next year thereafter new agreement has to be signed.

The process of utilization of scholarship fund begins with the letter of recommendation from the organization with whom MOU has been signed. The prospective student is entitled for 15% or 25% scholarship depending on his grades or on need base. The organization can also recommend the percentage of the scholarship to be awarded on need base. The MOU clearly defines the total allotted scholarship amount along with number of students who will be eligible for the award of 15% or 25% scholarship. In certain MOU's scholarship worth 50% may also be given and the same is awarded on recommendation of the head of the organization or the signatory of the MOU.

BREAK UP OF SCHOLARSHIP FUNDS								
SR#	SECTOR	AMOUNT (AED)	50 % SCHOLARSHIP		25 % SCHOLARSHIP		15 % SCHOLARSHIP	
			BBA	MBA	BBA	MBA	BBA	MBA
1	SCHOOL (INTERNATIONAL)	250,000.00	NA	NA	4	0	7	0
2	SCHOOL	500,000.00	2	0	6	0	11	0
3	GOV'T, CONSULATE & CORP.	500,000.00	2	2	3	3	6	6
4	GOV'T & CORP.	1,000,000.00	3	3	8	8	13	13

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Note:

e) No scholarship will be carried forward to the next intake if unutilized.
f) 50% scholarship is only on merit basis.
g) Students with 50% scholarship must maintain GPA of 3.75 per semester otherwise will come under 25% category.
h) For TOC cases not more than 15% scholarship will be awarded even if no benefit of TOC is utilized

BBA PROGRAM		MBA PROGRAM	
MARK	SCHOLARSHIP	MARK	SCHOLARSHIP
90% and above	50%	3.75 and above	50%
80% - 89%	25%	3.0 – 3.5	25%
70% – 79%	15%	2.5 – 2.9	15%

SPORTS SCHOLARSHIP	
INTERNATIONAL LEVEL	50%
DOMESTIC LEVEL	25%
SCHOOLS / CLUBS	15%

The prospective student needs to submit the following:

d. Copy of Transcript (High School for BBA & Degree for MBA)
e. Recommendation letter from the organization
f. Proof of Identity – passport copy or UAE National ID

The general guidelines governing scholarship are as follows:

g. Students enrolled into the course will have to complete the program. However, if he or she cancels in between, the total fees will be applicable and scholarship is withdrawn thus the student has to clear the complete outstanding fee before the release of any academic documents.
h. No encashment or transfer of scholarships is permissible.
i. Students seeking admission with transfer of credits in the BBA or MBA program will receive maximum 15% fee waiver only.
j. Academic qualification for a course must be achieved and the recipient of a scholarship must be prepared to commit him/herself to involvement in the respective SUC sports club.
k. The student with scholarship must represent SUC and only SUC in competition.
l. The student needs to consistently keep a satisfactory level of academic standing and other criteria which are:
    5. Documented (letter / recommendation) proof of competition category must be submitted on the time of admission.
    6. The student should not have any disciplinary proceedings against himself / herself.
    7. Performance of the student in particular game. A report from the coach will be preferred.
    8. Certificate (individual / team) won shall also be submitted.

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STUDENT TRANSPORT POLICY

a. TRANSPORT FACILITY TO STUDENTS

SUC provides transport facilities to the students living in Sharjah, Dubai and Ajman. The transportation facilities are arranged with the Swift line Transport Company. The timings, bus stops and route plan are pre-determined by the finance department. All students who avail transportation are required to approach the finance department and fill up the transportation registration form providing the exact details of place of stay (if, possible landmarks near your location for easy identification), contact numbers. Students are allotted the time and designated placed for the pick-up and drop. A monthly fee is charged from the students and in case of students discontinues the transport services, the same should be intimated to the finance department before the start of the next month. Transportation fees should be remitted to the Accounts Department on or before the 10th of each month, where a student is issued with a bus pass and has to be shown on demand. Transport fees are charged for the calendar month irrespective of how many days they avail the facility in the month. All students using the transport facility must abide by the rules and regulations as mentioned in the transport policy.

ii. **Transportation Fee payment policy**

e. SUC has written agreement with M/S Swiftline Transport where it is agreed that they will provide transportation to the students of SUC.

f. Students who wish to avail transportation should approach the Finance Department and duly fill up the registration form whereby the students mention his place of stay (if, possible landmarks near your location for easy identification. Students will be picked up from their designated places by the drivers who will give the students individual timings as to what time the transportation will reach their designated places. Students have to make sure that they report to the designated stops earlier than the timings given to them. The drivers under no circumstances will wait for a student as their trips are time bound. Students will be given the contact numbers of the drivers so that co-ordination and further contacts can be made by the student directly with the drivers. Students should inform the Finance Department before the month ends if he/ she want to discontinue the facility.

g. 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. Transport fees are charged for the calendar month irrespective of how many days they avail the facility in the month. The bus pass has to be shown to the bus driver or the supervisor designated by SUC. After the due date if the students do not comply by paying their transport fees, the transport facilities will be discontinued for such students. In the event a student is not being picked up, the student has the right to get his conveyance to SUC reimbursed, provided he / she has paid the transport fees till that month and a confirmation from the driver that the student was being not picked up. The college will not be

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responsible if the student does not report to the designated waiting place he/she is being given by the driver and in such cases the student will not be reimbursed their conveyance to the college. Similarly the buses will depart from the college at the stipulated time and the college will not be liable or held responsible for the same.

h. The students should always behave in an orderly manner causing minimal inconvenience to the other students. Any dispute in the bus or regarding transportation will be referred to the Finance department and the designated staff will try to reach an amicable solution. Any unruly acts in the college transportation will result in expulsion of the student from the vehicle and the facilities will be terminated till a further decision on the matter is decided.

II. SCHOLARSHIP/FEE WAIVER POLICY

i. Current Students

SUC scholarship funds helps to provide the means to attend University and the opportunity to realize the dreams of students who are not in a position to bear the total expenses of BBA programs. SUC offers scholarships approved by the scholarship committee. The members of the scholarship committee are as follows:

a. Dean
b. HOD – Finance Department
c. Registrar
d. HOD – Administration and Examination Department
e. HOD – Marketing Department

Current Students: Students who are pursuing their full time BBA Program at SUC are termed as current students, a current student becomes eligible for the above scholarships only once the registration fee is cleared and students joins the program. Current students can avail scholarships in the under mentioned categories:

a. Need based scholarship

Need based scholarships are awarded to continuing students, who are from educationally, socially disadvantaged backgrounds. An applicant must show financial need and must produce adequate and supporting evidence to claim the same. Need based scholarship awards range from AED 3,500/- to AED 5,000/- (working scholarships) and AED 2,500/- to AED 3,500/- for (non- working scholarships) and is applicable only for one academic year. The award should be renewed every academic year as long as the student is in good academic standing and continues to demonstrate financial need and is subject to the approval of the committee. Only students who are admitted to SUC doing a full time degree course will be considered for this type of scholarship.

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b. Toppers award

The scholarship fund each year awards the toppers who top in their respective majors each financial year. The maximum amount that can be offered to each candidate is AED 2,500/-. The criteria for toppers award is based on the academic standing of the student in an academic year. The evidence of this is the toppers list published by administration department and transcripts issued by them.

1. A student in his / her study duration is eligible for either a fee waiver or scholarship.
2. Fee waiver is granted only before commencement of the intake and is a onetime grant.

c. Student trainee salary

Appointment of trainee's is the preview of HRD which will be done after taking into account the needs of concerned departments and thereafter will evaluate the no. of hours required by the trainee to work in a day. For the approval of appointing the trainee in a department the following steps will have to be followed:

1. Concerned HOD will file a requirement including the job description and reporting format of the trainee to HRD.
2. Upon receiving the details from HOD, HRD will evaluate and confirm the requirement to be genuine and thereafter review the CV's in the current student database as well as advertise the opening in SUC.
3. HR department will submit the short listed CV's to the HOD for review and thereafter conduct initial interviews. Once the initial interview has been done the complete requirement submitted by the concerned department with job description and reporting format of the trainee and short listed candidates CV's will be forwarded to Dean for final approval and final round of interview.
4. Once the trainee has been selected HRD will carry a complete orientation and induction of the trainee as well as intimating the Finance department with details of the contract and information to other concerned departments

d. Criteria for Awarding Scholarships

1. Duly filled form (which needs to be taken from finance department after the start of classes, i.e. Fall every year (July & Sept intakes)
2. A request letter detailing the need to avail the scholarship fund.
3. Marks/Grades of the last exam undertaken.
4. Salary certificate of the parent/guardian who is to Support the student.
5. Bank statement of the parent/guardian showing the accounts of the last six months.
6. Recommendation letter from DEAN regarding status of the student.
7. The selected forms are scrutinized by the scholarship committee and recommend the amount and the duration of the scholarship.

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e. **Prospective Students**

The decision to invest in a quality education may be one of the most important decisions the students and the parents will have to make. At SUC, we believe that the choice should be based on the quality of academic programs and opportunities available to the students. By reaching out to motivated and deserving students who have limited financial resources, SUC scholarship funds helps to provide the means to attend University and the opportunity to realize their dreams.

MEMBERS OF THE COMMITTEE	**The chair of the scholarship committee will be appointed by the COEC on approval of Founder President and BOG. Four other members of the Academic Support Service staff will be appointed on the basis of the recommendations by the chair of the Scholarship committee. Members are appointed to the committee for a term of three years. It has been the policy of USC to involve students in such vital decision where the students are concerned and the scholarship committee will take a broader view to induct one or two students to the committee on an ad hoc basis to view, suggest and make broader recommendations to the committee as to how the fund can be better promoted and the service utilization aspect of the fund be improved.**
DUTIES OF THE COMMITTEE	**The committee will extend support to graduate students who exhibit financial need, as well as academic excellence. The Members of the committee should be socially committed and possess a sympathetic attitude towards genuine cases while at the same time be fair and consistent in their decision making.**
FUND MAINTENANCE AND APPROPRIATION	**The COEC on approval of Founder President of the SUC will certify the funds available for the scholarship fund on an annual basis. The fund is to be separated from the general operating fund of SUC. The fund is not to be used other than for generating further funds for giving scholarships. The fund may be held within the same account, but a separate accounting must be kept to distinguish it from the other heads. The head of finance will submit periodic reports to the COEC who will further submit the report to Founder President and BOG stating the usage of funds and make suitable suggestions and recommendations needed for further enhancing the service given by the committee.**

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i. **BBA SCHOLARSHIP / FEE WAIVER**

PROSPECTIVE STUDENTS: Students who intend to join SUC for a full time BBA Program are termed as prospective students, a prospective student becomes eligible for the above scholarships only once the First Installment fee is cleared and students joins the program. Prospective students can avail scholarships in the under mentioned categories:

The fee waiver considered for students joining BBA program will be as follows:

BBA Fees - AED 156,000/-

SCHOLARSHIP / FEE WAIVER - BBA - 2016-2017				
LOCAL				
1. MERIT BASED				
QUALIFICATION	**PERCENTAGE**	**BBA FEES**	**FEE WAIVER**	**NET FEES**
UAE / ARAB BOARD				
90% and above	50%	156,000	**60,000**	96,000
80% - 89%	25%	156,000	**30,000**	126,000
70% – 79%	15%	156,000	**12,000**	144,000
INDIAN BOARD				
90% and above	50%	156,000	**60,000**	96,000
80% - 89%	25%	156,000	**30,000**	126,000
70% – 79%	15%	156,000	**12,000**	144,000
PAKISTAN BOARD				
90% and above	50%	156,000	**60,000**	96,000
80% - 89%	25%	156,000	**30,000**	126,000
70% – 79%	15%	156,000	**12,000**	144,000
IGCSE CURRICULUM				
90% and above	50%	156,000	**60,000**	96,000
80% - 89%	25%	156,000	**30,000**	126,000
70% – 79%	15%	156,000	**12,000**	144,000
AMERICAN CURRICULUM				
A++	50%	156,000	**60,000**	96,000
Grade A	25%	156,000	**30,000**	126,000
Grade B	15%	156,000	**12,000**	144,000

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2. OUTSTANDING EFFORTS IN EXTRA CURRICULAR ACTIVITIES			
PERCENTAGE	**BBA FEES**	**FEE WAIVER**	**NET FEES**
8.33%	156,000	**10,000**	146,000

3. SIBLING			
PERCENTAGE	**BBA FEES**	**FEE WAIVER**	**NET FEES**
15.00%	156,000	**18,000**	138,000

4. INDUSTRY			
PERCENTAGE	**BBA FEES**	**FEE WAIVER**	**NET FEES**
4.20%	156,000	**5,000**	151,000

5. GOVERNMENT / BANK			
PERCENTAGE	**BBA FEES**	**FEE WAIVER**	**NET FEES**
UAE LOCAL APPLICANT - 10%	156,000	**12,000**	144,000
EXPATRIATE APPLICANT - 8%	156,000	**9,600**	146,400

7. MOU AGREEMENT - [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE/ GOVT / BANK / ASSOCIATIONS/SCHOOLS]& SPORTS			
PERCENTAGE	**BBA FEES**	**FEE WAIVER**	**NET FEES**
15%	156,000	**18,000**	138,000
25%	156,000	**30,000**	126,000
50%	156,000	**60,000**	96,000

INTERNATIONAL			
1. MOU AGREEMENT [SCHOOLS /SCHOLARSHIP BOARDS / AGENTS]			
PERCENTAGE	**BBA FEES - USD**	**FEE WAIVER - USD**	**NET FEES - USD**
15%	42,740	**4,930**	37,810
25%	42,740	**8,220**	34,520

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**Subject to Approval*

Note: Adjustment of the fee waiver amount will be during the last two semesters

SCHOLARSHIP FOR MERIT STUDENTS– Students who are enlisted in the Dean's list after completion of one academic year will have to apply for the merit scholarship by completing the formalities availing scholarship. The scholarship award will be decided by the scholarship committee. For the details please refer to the student's handbook. However if the student has been granted a scholarship under any category, they will not be considered for any other waivers

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j. **MBA SCHOLARSHIP / FEE WAIVER**

The fee waiver considered for students joining MBA program will be as follows:

MBA Fees– AED 92,000/-

SCHOLARSHIP / FEE WAIVER - MBA - 2016-2017			
LOCAL			
1. SUC UG STUDENT			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
15.00%	92,000	**9,450**	82,550
2. SIBLING			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
15.00%	92,000	**9,450**	82,550
3. INDUSTRY			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
7.94%	92,000	**5,000**	87,000
4. GOVERNMENT / BANK			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
UAE LOCAL APPLICANT - 10%	92,000	**6,300**	85,700
EXPATRIATE APPLICANT - 8%	92,000	**5,040**	86,960
5. MOU AGREEMENT [CONSULATE / EMBASSY / CLUB / CHURCH / CORPORATE/ GOVT / BANK / ASSOCIATIONS]			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**

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15%	92,000	**9,450**	82,550
25%	92,000	**15,750**	76,250
50%	92,000	**31,500**	60,500
6. MERIT BASED			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
10.00%	92,000	**6,300**	85,700
REQUIREMENTS		**1.** CGPA OF 3.5 & Above	
7. NEED BASED			
PERCENTAGE	**MBA FEES**	**FEE WAIVER**	**NET FEES**
6.35%	92,000	**4,000**	88,000
REQUIREMENTS		**1.** Upon approval from Committee Member	
INTERNATIONAL			
1. MOU AGREEMENT [SCHOOLS /SCHOLARSHIP BOARDS / AGENTS]			
PERCENTAGE	**MBA FEES - USD**	**FEE WAIVER - USD**	**NET FEES - USD**
15%	25,205	**2,590**	22,615
25%	25,205	**4,315**	20,890

**Subject to Approval*

Note: Adjustment of the fee waiver amount will be during the last two semesters

FINANCIAL POLICY

i. **Introduction**

SUC's Financial Policy scope includes Forecasting, Budgeting, Revenue, Expenditure, Cash Management and Strategies for optimizing financial resources. The policy aims at reviewing the financial status on periodical basis to enable allocation of financial resources timely required for effective and efficient operations.

ii. **Forecasting and Budgeting**

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.

iii. **Revenue And Expenditure Management**

The source of revenue for SUC is the tuition fees charged for programs conducted and from few auxiliary sources. The tuition fee is collected on

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monthly /semester basis. All receipts of revenue are collected by Finance department and are deposited in the bank on daily basis. The transactions with the bank are regularly reconciled to monitor the cash and fund flows and to avoid any discrepancy in financial records. The tuition fee is determined by the EC in collaboration with the Head of Finance department and due approval is obtained from BOG by the Dean. Expenditures are made against the allocated budget amounts after approval from the concerned authorities against corresponding invoices and contractual agreements. All the financial transaction of SUC is properly recorded in the books of accounts and periodic reports are generated reflecting financial status at regular intervals.

iv. **Financial Reporting And Dissemination**

Financial Statements are a structured representation of the financial position (Balance Sheet) and financial performance (Income Statement) of SUC. The purpose of reporting is to help management arrive at rational decisions. Reported income and expenses, assets & liabilities are directly related to the SUC's financial performance. Financial reporting provides status of SUC's resources, obligations, and liquidity, solvency, and funds flows. The report includes quantitative and qualitative data relating to the performance of SUC. There are four basic financial statements prepared by the Finance Department

i. Balance sheet
ii. Income & Expenditure statement
iii. Statement of cash flows
iv. Evaluation of financial ratios

The finance department has effective controls in place to implement, monitor and review the income and expenditure of the departments and the institution as per budgets. The responsibility of maintaining the fiscal integrity, dissemination of financial status to the key stakeholders for decision making rests with the head of finance department. The monitoring and controlling of finance is carried out by monthly, quarterly and yearly submission of audited reports to BOG.

All the Services provided by third party contracts are evaluated through audits and formal and informal feedback received from the users. The inputs from these sources are used for taking necessary decisions. All contracts are available on-site for review

v. **Internal Auditing**

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. 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.

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ACCOUNTING PROCEDURES

i. **Maintaining General Ledger**

General Ledger Accounts are used to identify balance sheet classifications, revenue classifications, or expenditure classifications. Balance Sheet accounts include Asset accounts, Liability accounts, and Net Assets and Reserves.

ii. **Financial Statement Processing**

The finance department is responsible for preparing SUC's consolidated financial statements. Other functions include maintaining fixed asset inventory system, performing accounting functions, processing of student statement of accounts, preparation of statements from auxiliary enterprises.

iii. **Reconciliation of Sub-Ledgers**

Reconciliation, verification and substantiation are essential for an effective internal control environment to ensure that:

1. The information transmitted to, contained in, and reported from the University's financial systems is accurate, complete and recorded in a timely manner;
2. The information can be relied upon for making financial and administrative decisions; and
3. Fraud, theft, compliance violations and other irregularities are quickly detected and reported to the appropriate authorities.

iv. **Debit and credit reconciliation**

Student debit and credit audit committee evaluates and ensures the process of debits and credits raised against student invoices is accurate and corresponds to respective students. It ensures the invoices are raised correctly against the specified fee structure without errors. Debits and Credits raised incorporate all the activities relating to academic, academic support services and miscellaneous charges permissible under the fee policy. The committee coordinates with departments to resolve any discrepancies relating to debit and credit notes.

Objective

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

v. **Reconciliation of bank accounts**

SUC maintains different bank accounts to support the activities of the institutions and it is the responsibility of Accounts Assistant to reconcile each account monthly and to track all outstanding items, including discrepancies, to satisfactory resolution in a timely manner.

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AUDIT PROCEDURES

i. **B Internal Audit**

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. **The Standard Procedure for each audit includes the following steps:**

1. Based on the strategic plan the scope and objectives are defined.
2. The department wise auditing of physical assets and the budget to actual variances are conducted.
3. Draft report is prepared and discussed with the concerned departments regarding deviations from the plan.
4. Reporting to the management about the status and unanswered discrepancies.
5. Key issues and alternative activities are discussed with the management.
6. Records are maintained for future review.

d. **Internal audits are categorized into the following:**

1. Physical Resource audit
    a. Furniture's & Fixtures audit
    b. IT fixed assets
    c. Sports fixed assets
    d. Store Audits
2. Scholarship
    a. MOU based scholarships
    b. Sports scholarships
    c. Rewardship
    d. Toppers scholarship
    e. Need based scholarship
    f. Fee waiver audit

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3. Debit & Credit audit
4. Invoice audits
5. Student ledger audit
6. Miscellaneous fee audit

ii. **External Audit Policy**

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

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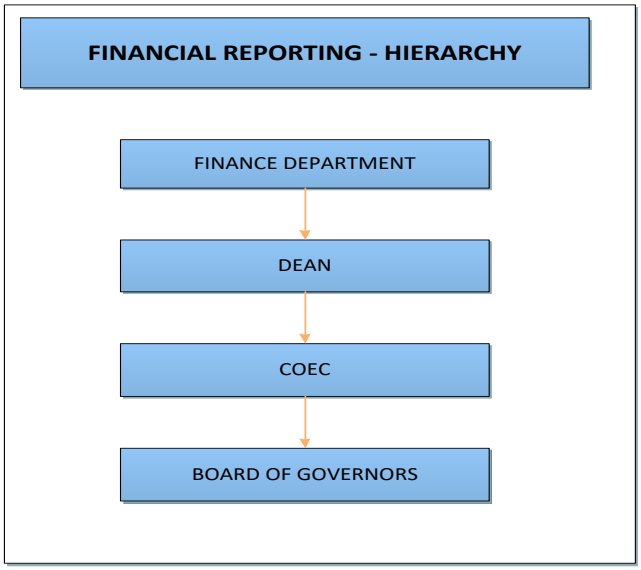
V. FINANCIAL REPORTING



Financial Statements are a structured representation of the financial position (Balance Sheet) and financial performance (Income Statement) of SUC. The objective of these reporting is to help management in making rational decisions. Reported income and expenses, assets & liabilities are directly related to the SUC's financial performance. Financial reporting also provides information about SUC resources, obligations, and liquidity, solvency, and funds flows. The report includes quantitative and qualitative data relating to the performance of SUC. There are three basic financial statements prepared by the Finance Department.

a. Balance sheet
b. Income & Expenditure statement
c. Quarterly Reports
d. Monthly Reports
e. Weekly Reports
f. Daily Reports
g. Statement of Cash Flows
h. Financial Report Evaluation
i. CHEDS Data

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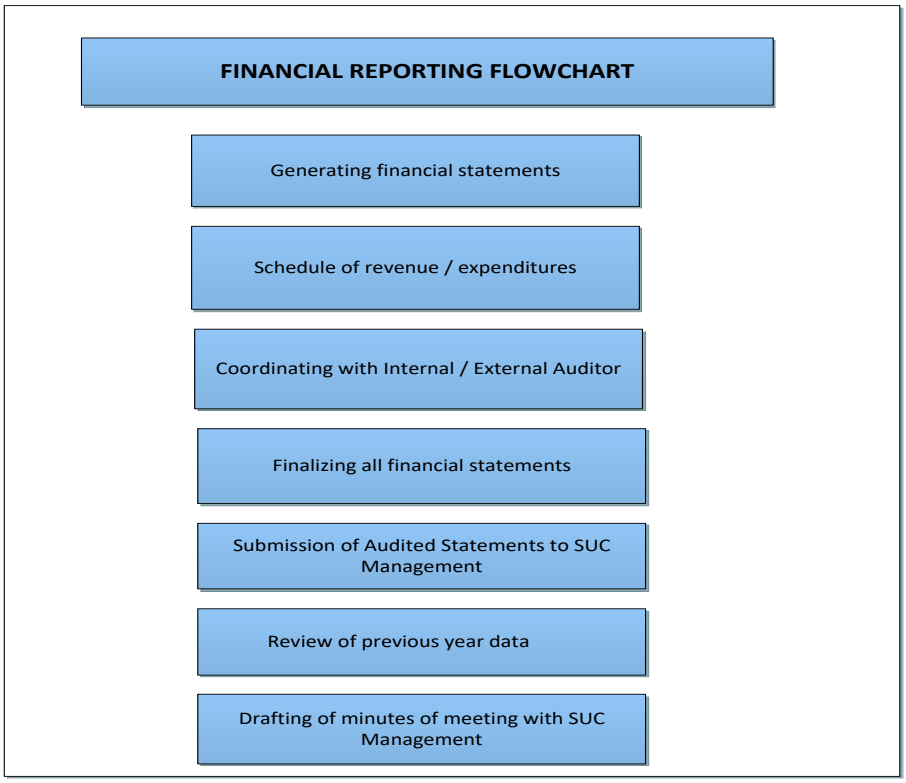
i. **Flow Chart**



ii. **Dissemination Of Data And Decision Making**

a. The reports generated by the finance department gives a clear picture of the financial position of SUC in terms of budget allocations, income & expenditure, statement of cash flows and variances with respect to the organization as a whole and departments in specific.
b. The financial information along with observation by the auditor is disseminated to the management for the necessary approval and action.
c. Different financial statements are disseminated for helping the management to take decisions related to cash flows, risk management and developmental activities for the future.

BUDGETING & FORECASTING

Budgeting forms one of the prime functions of the Finance Department. The financial budget is prepared on the following basis:

i. **Revenue**
   a. Revenues from the existing number of students.
   b. Reserves
   c. Receipts from miscellaneous sources.
   d. Receipts from ELC & CPD

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ii. **Sponsorships, Donations**
   a. Funds received from charitable institutions towards students scholarships.
   b. Sponsorships, donations received from corporate.

iii. **Forecasting**
   a. Review the strategic plan projections.
   b. Review of proposed facilities
   c. Proposed targets for student's enrollments

iv. **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

v. **Allocation Of Funds To Various Departments As Per Proposed Budget**
   a. Academics (BBA, MBA)
   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

vi. **Budget Reviews & Amendments**

The developmental activities and the enrollments for each intake are carefully monitored and suitable amendment is recommended to the Dean 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.

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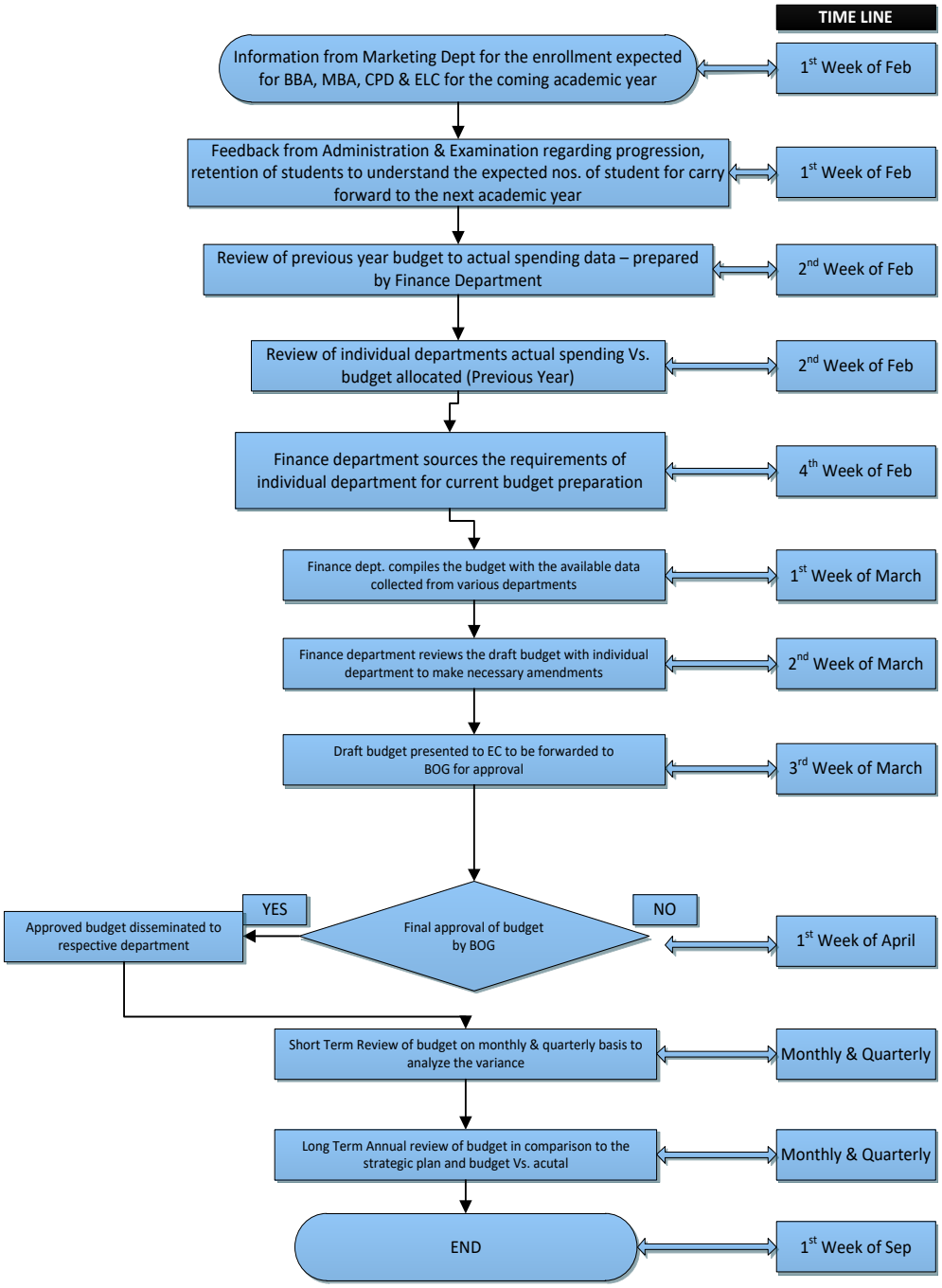
BUDGET PROCESS FLOW



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I. PURCHASING & INVENTORY CONTROL

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.

i. Purchasing Department Authority

Purchasing authority is granted by the Management to the Office of Finance, and then delegated to the Purchasing Department.

ii. 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.

iii. 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.

iv. 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:

a. Give first consideration to the objectives and policies of SUC.
b. Strive to obtain the maximum value for each amount of expenditure.
c. Decline personal gifts or gratuities.
d. Grant all competitive suppliers equal consideration.
e. Conduct business with potential and current suppliers in an atmosphere of good faith, devoid of intentional misrepresentation.

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f. Demand honesty in sales representation whether offered through the medium of a verbal or written statement, an advertisement or a sample of the product.
g. Receive consent of originator of proprietary ideas and designs before using them for competitive purchasing purposes.
h. 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.
i. Accord a prompt and courteous reception insofar as conditions permit to all who call on legitimate business missions.
j. Cooperate with trade, industrial and professional associations, and with governmental and private agencies for the purposes of promoting and developing sound business methods.
k. Foster fair, ethical, and legal trade practices.

v. **Special Approvals / Review**

The following purchases require the additional approval of the individuals and areas noted, and must be processed through the Purchasing Department:

a. Advertising: Dean
b. Equipment Leasing: HOF
c. Insurance: HOF
d. Office Equipment (copiers, computers): Head – IT Dept.
e. Painting Services and Renovations involving Painting Services: HOF & Maintenance Dept.
f. Repair, Renovation and Construction: Dean
g. Purchase of Library Books: Dean & Head of Library

vi. **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:

a. Require a requisition sent to the Purchasing Department;
b. Are usually placed with the supplier via a verbal purchase order;
c. Are followed by written confirmation to the supplier with purchase order

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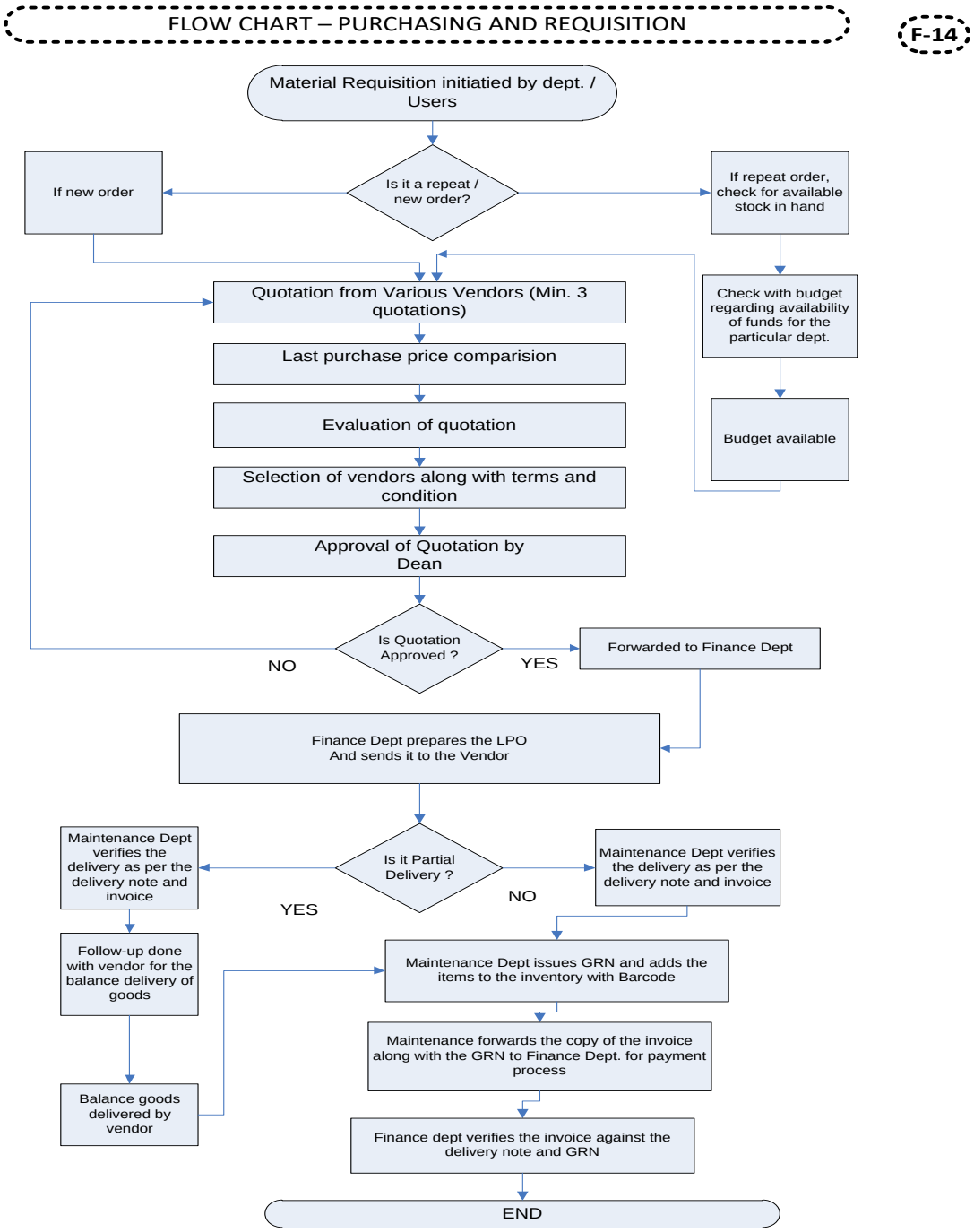
vii. Approval Process



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PROCUREMENT POLICY

a. **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.

b. **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.

c. **Procurement Process**

i. **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

ii. **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

d. **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.

e. **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

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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.

f. **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.

g. **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.

RISK MANAGEMENT POLICY

i. **Role Of Finance Department**

The Finance Department has a fundamental role to play in the management of risk. Its role is to:

a. To comply and adhere to the strategic plan laid by SUC.
b. To assess general and specific risks arising out of external or internal issues.
c. Assessing and responding to legal compliance as per the changing socio-economic and legal scenarios.
d. Raising awareness of the need for risk management and take major decisions affecting SUC's risk profile or exposure.
e. Determine long term & short term financial planning and strictly adhere to the planned budgets.
f. Annually review the deviations and suggests mechanisms for the departments to monitor and control their expenditure patterns against allocations.
g. Ensure that there is adequate training for managing the resources effectively and efficiently.

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ii. **Risk Management Policy**

Introduction

Risk management review at SUC is performed periodically by the Finance Department and the external auditor. SUC already has in place policies on Data Backup, Data Security and Teach-Out Plan to mitigate associated risks which are detailed in respective policy sections. To minimize the risks SUC follows clear guidelines to assess the future risks arising out of possible situations.

i. **Risk Management Policy Framework**

SUC follows and adopts good practice in the identification, evaluation and control of risks to ensure that, as far as reasonably practical, risks are avoided or reduced. The Board of Governors has a fundamental role to play in the management of risk.

a. Monitoring the management of significant risks to reduce the likelihood of unwelcome surprises.
b. Reporting minor and major incidents of risks through internal and external audit systems
c. Anticipating and responding to changing social environmental and legislative requirements and compliance of legal standards
d. Insuring SUC's movable and immovable assets against fire, theft, natural calamities and a probable loss of key personnel.
e. Ensure that the less significant risks are being actively managed, with the appropriate controls in place and working effectively.
f. Ensure that there is adequate training and resources for implementing the policy.
g. Ensure that the process of day-to-day financial risk management is adequately documented.
h. Undertake an annual review of effectiveness of the system of internal control and report to the Management.

ii. **Risk Management And The Systems Of Internal Control**

Risk management policy includes internal control systems. These controls encompass a number of elements that together facilitate an effective and efficient operation, enabling SUC to respond to a variety of operational, financial, and commercial risks. These elements include:

a. **Planning And Budgeting**
The planning and budgeting process is used to set objectives, action plans, and allocate resources.

b. **Risk Management Assessment**
Risk management assessment is compiled by the Finance Department and facilitates the identification, assessment and ongoing monitoring of major risks to which SUC may be exposed. The document is reviewed annually and emerging risks are added as required. Corrective actions and risk indicators are monitored regularly.

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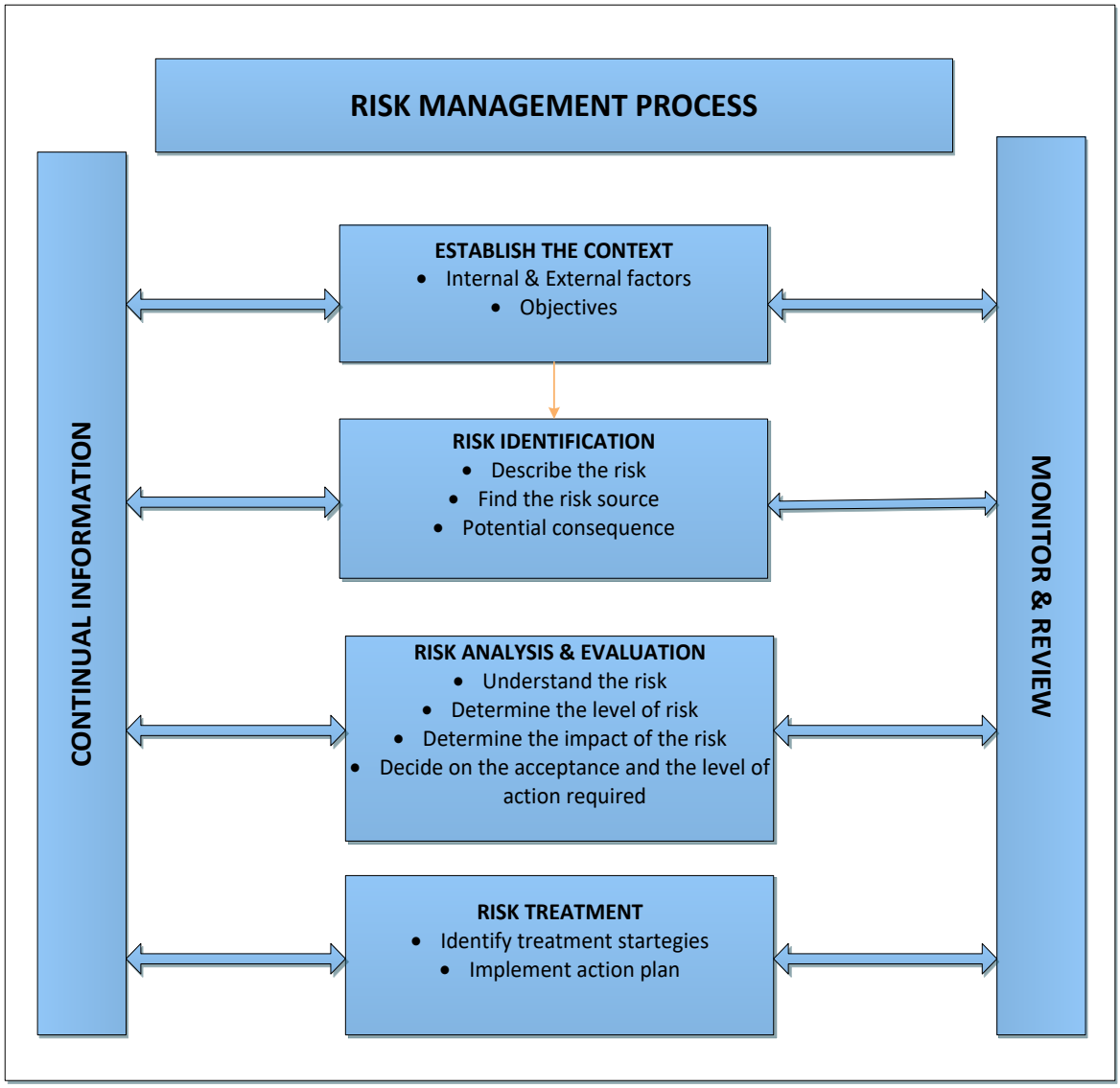
c. **Internal And External Audit**
An internal audit is carried out annually to review the effectiveness of the internal control system, while External Audit is arranged on an annual basis to review the financial systems and provide feedback to the management for necessary action.

d. **Regular Reporting**
Regular reporting is designed to monitor key risks and their controls. Decisions to rectify problems are made at regular meetings.



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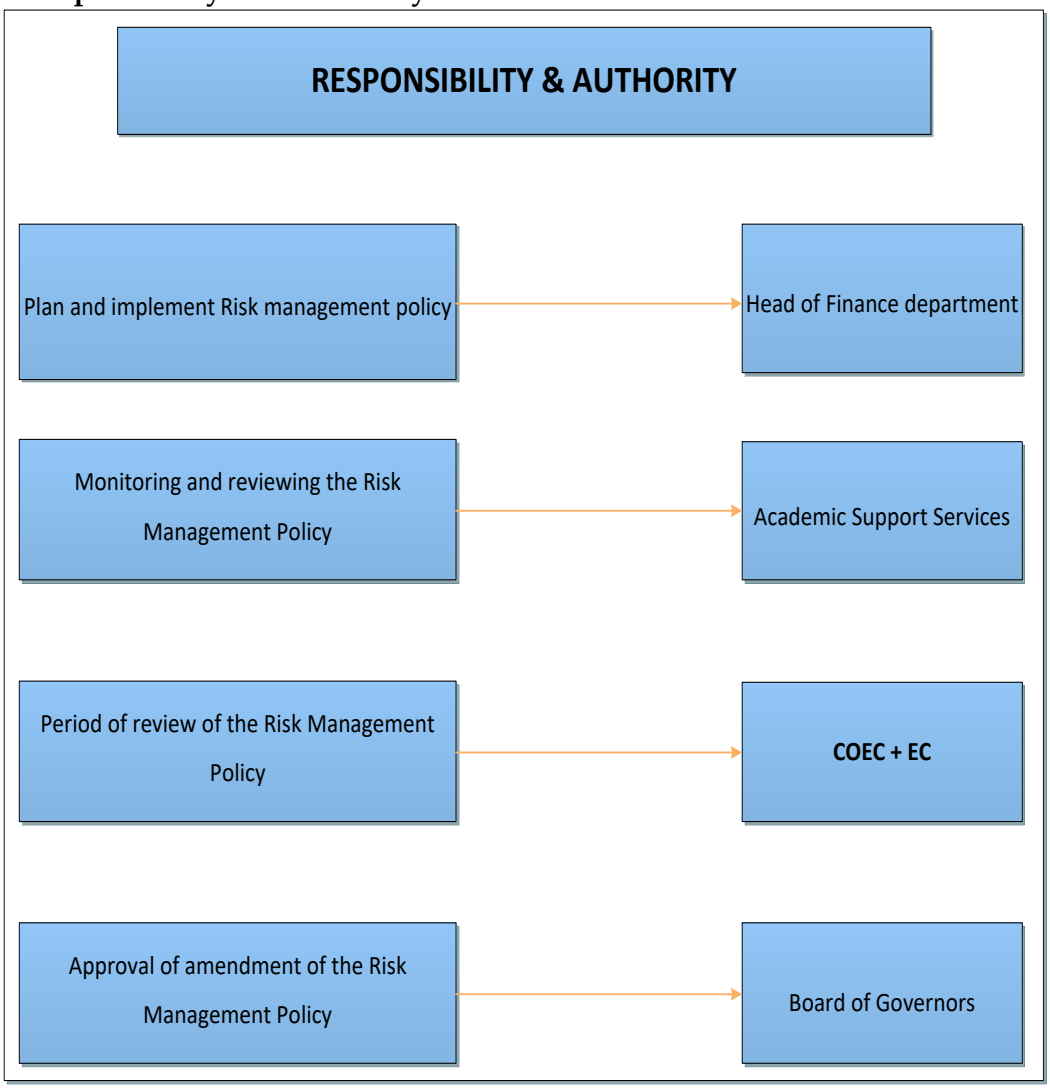
iii. **Annual Review Of Effectiveness**

a. The Board of Governors is responsible for reviewing the effectiveness of internal control of SUC for each significant risk identified. The Board of Governors will:

1. Review the previous year and examine SUC's track record on risk management and internal control,
2. Consider the internal and external risk profile of the coming year and consider if current internal control arrangements are likely to be effective.
3. Make provision for overcoming unforeseen circumstances.

iv. **Responsibility And Authority**



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II. PHYSICAL FACILITY MAINTENANCE MANAGEMENT

The key purpose of the framework plan for physical facility management is to provide clean and healthy Institutional environment. Facilities Management involves upkeep of buildings, grounds, utilities and equipment to meet the mission of SUC.

The Maintenance Department maintains all buildings, grounds, utilities, equipment, mechanical and electrical systems. Any and all changes to physical facilities must be coordinated through or performed by the maintenance department. The primary objective of the maintenance department is to provide an acceptable environment in which the department can achieve its goals.

A. MAINTENANCE SERVICES

The Maintenance Department is responsible for the conditions of all facilities in the SUC. Services are divided in three categories:

i. Physical Plant Services
ii. Office Equipment Services
iii. Third party Maintenance

Physical Plant Services are services rendered to buildings and structures. These services are budgeted by SUC. Examples of Physical Plant services include:

i. Maintenance to Buildings and Grounds
ii. Maintaining walks, pavements and grounds
iii. Painting on planned painting cycle.
iv. Repair and maintenance of machinery, motors, pumps, air condition, and other equipment considered to be a part of the physical plant and not assigned to a specific department.
v. Maintenance of electrical, plumbing, computer maintenance, networking etc.
vi. Special housekeeping and event preparations.

B. CATEGORIES OF MAINTENANCE

i. General Maintenance

a. Main Building area wise: The general maintenance of the building and campus rests with the maintenance department except for the sports facilities, lawn and plantations. The general cleanliness of the building area, faculty and staff rooms, departments, classrooms, restrooms, gym, mosque and hall. Repair works of premises, electrical, plumbing

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works are also under the maintenance. Placing of signage in all relevant places is also the responsibility of maintenance.

b. Modification: any modification required in the premises will have to be executed by the maintenance department by inviting tenders /quotations, monitoring the progress and getting it completed within the time frames.
c. Outside area wise: the surrounding constructed area, painting, lighting, cleaning, and repair works of the walk ways, cleanliness of the common sitting areas are to be maintained on a regular basis.
d. Hostel area wise: complete maintenance of the hostel building, its premises, cleaning of common area, rooms and restrooms are part of the maintenance department. All repair works, electrical works, plumbing and cleanliness lies with maintenance department.
e. Security inputs and updates: Security duty and the reporting of security are also under the maintenance department.

ii. Emergency Maintenance

In case of emergency contingency arising in the premises of SUC, the first preference is given to rectifying that problem. It includes replacing or leasing of assets to enable the regular operations without major interruptions. Emergency work supersedes all other categories of maintenance.

iii. Corrective Maintenance

Corrective maintenance includes repairing, replacement of components etc. to increase the optimum functioning of facilities and assets in SUC. This includes routine repairs of buildings, electricity & water supply, fire & safety alarm systems, parking lots, grounds, utilities, assets &equipment's.

iv. Preventive Maintenance

Preventive maintenance is undertaken on a regular basis as per predetermined schedules of maintenance of all vital facilities and assets which help in providing uninterrupted service to the SUC community. It is regularly followed to avoid any major breakdowns that may hamper the operations of SUC. Preventive maintenance is done on a routine basis to identify and rectify minor problems in a timely manner and to extend the life and improve the capability of the facilities and equipment in their performance.

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1. **Internal Maintenance**

Internal Maintenance is carried out by the Maintenance department. This is done on a regular basis and troubleshoots any problems arising out in the physical facilities. Construction, masonry repair works and other major works are outsourced through contracts.

2. **External Maintenance Contracts:**

The maintenance department in coordination with the finance department will have to enter into external contracts for procurement, maintenance, outsource of services for cleaning etc. will have to be entered into so that prompt services and procurements are maintained.

a. **Annual Maintenance Contract Scheduling**

The main task is to maintain a log of current and next date of AMC renewal in coordination with Finance department for the following:

1. Fire Extinguisher
2. AC
3. Pest Control
4. Cleaning Company

TEACH OUT POLICY

A. Introduction

SUC Risk Management policy includes systems of internal controls. These controls include a number of measures that facilitate an effective and efficient operation, enabling SUC to respond to a variety of operational, financial, and commercial risks. However in unforeseeable events its risk management policy protects the interest of stakeholders, specially the students to ensure their continuation of studies. The Financial Plan of SUC makes provisions for such contingencies.

B. Formation of committee

To deal with the unforeseeable emergency situation, an ad-hoc 'Teach- Out' committee is formed comprising of EC members and Head of Finance (HOF).

C. Functions of the committee

1. To prepare a general 'Teach-out' plan to rehabilitate the students on rolls at the time of emergency.
2. To ensure the last student is rehabilitated as per the proposed plan
3. To refund the fee as per the provisions made by finance department for such contingencies

D. Process Flow

1. Gravity of the emergency situation is reviewed
2. A 'Teach-Out' plan is prepared to accommodate the students
3. Ensure the implementation of the 'Teach-Out' plan

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E. 'Teach-Out' Plan

In case the need arises to discontinue a particular major/emphasis of a program over a period of time, students still enrolled at that point of time shall be given the following options:

1. Students will be offered to transfer to the existing emphasis/major programs of their choice offered at SUC
2. 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.
3. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
4. The applicable refund shall be paid over a period of one year.

In case an unforeseen situation arises and SUC needs to wind up its operations completely or decides to discontinue a particular program, the students enrolled at that point of time shall be given the following options

1. 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.
2. If the student decides to cancel his registration with SUC, applicable refunds will be offered.
3. The applicable refund shall be paid over a period of one year.

F. Tenure and authority

Table 3.14.1

Responsibility of forming ad-hoc 'Teach-Out' Plan Committee	**Preparation of 'Teach-Out' Plan**	**Approval of 'Teach-out' Plan for Major/Emphasis /program and institution**	**Implementation of 'Teach-Out' Plan**	**Implementation of 'Teach-Out' Plan for Institution**	**Approval of Amendments to the 'Teach-out' Plan**	**Responsibility of forming ad-hoc 'Teach-Out' Plan Committee**
COEC	Ad-hoc 'Teach-Out' Plan committee	BOG	Dean	Dean along with Head of Finance	BOG	COEC

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CORPORATE AFFAIRS POLICIES

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CORPORATE RELATIONS WITH CORPORATES, BANKS & BUSINESS COUNCILS

i. Establishing Scholarship MoUs

Corporate Affairs Office 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: Collects information from Marketing Department regarding exhibitions, career fairs, important government and non-government activities which directly or indirectly benefits SUC.

Step 2: Includes list of activities to be conducted in collaboration with HOA [Head of Academics] 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: Assists Marketing Department with brand building, explores possibilities of partnering with Corporate for community development and organizing panel discussions.

Step 6: Provides leads to Marketing Department for MoU signing for BBA and MBA programs.

Step 7: Reports the progress with regard to potential for Marketing Department activities.

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.

ii. 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 Dean. 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.

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Areas of cooperation included in the MOU are as follows:

- Scholarship to eligible employees of corporates
- Arranging Management Development Programs as per their
- Counseling Services and Workshops
- Language Programs/ Guest Lecture/ Technical visits
- Corporate Relations
- Internship & Placement
- Research and Consultancy

iii. 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.

B. ARTICULATION

i. Identifying Institutions for Partnerships

Skyline University College has established articulation agreements with various Colleges/Universities in Canada, UK, USA, Australia, New Zealand, and Ireland, Pakistan etc., which facilitates the faculty and students exchange program.

Corporate Affairs Office will identify university of repute across the globe including GCC and explore possibilities to work together for mutual benefit. CAO office will also identify and collaborate with universities which are involved in high end research and MOHESR listed.

ii. Signing of MoU

The corporate Affairs Office sends an email with the proposal of articulation or MoU to all the shortlisted institutions. On receiving a positive response from the institution, further documents are requested to ensure all the requirements of MOHESR with regards to the partnership agreements are met.

Once the institution is found to meet all the requirements enlisted by MOHESR, the Corporate Affairs Office initiates the process for signing of MoU with that institution. A draft of the MOU including possible areas of collaboration such as faculty exchange, student exchange, collaborative research, sharing best practices, organizing joint conferences and seminars is sent to the respective institution and for establishing partnership with them. The institution is requested to send their suggestions on the draft MoU after a thorough review. The requirements of the institution with respect to the draft MoU are discussed with the Dean and upon approval are incorporated in the draft MoU. Once the draft MoU format is accepted by both the institutions, the signing of MOU by designated authorities at respective universities takes place.
Objective of this Memorandum of Understanding is to promote the cooperation between **SUC** and the Partner University by carrying out the following activities.

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i. Exchange of Expertise and know-how of the best practices followed at each institution that provides a conducive environment for learning.
ii. Exchange of books, teaching materials, academic data and dissertations, concerning teaching and scientific research projects.
iii. Exchange of faculty /Exchange of students.
iv. Exchange of information and best practices in the areas of:
    - Community Engagement
    - Professional Development
v. Exchange of contribution in Publications such as Journals, Newsletters, Brochures etc.
vi. Participate in conferences.
vii. Collaboration in Research and Project work.

iii. Signing of Articulation

Corporate Affairs Office will correspond with the partner institutions for identifying collaborative projects which can be undertaken mutually.
The Corporate Affairs Office discusses the possible collaborative projects with the Dean and finalizes them. To formalize the execution of partnership activities, an articulation agreement with scope, objectives and details of the activities is signed between the two institutions.
In case the collaborative projects are academically oriented, the partner institutions are required to enlist themselves in MOHESR, UAE. The requirements for an international institution to be listed by MOHESR, UAE are as follows:

i. The institution and its academic programs are approved by competent authorities in the country of study.
ii. The certificates issued by the institution are equalized by competent authorities in the country of study.
iii. The institution has a campus.
iv. The institution is not a broker to issue certificates.
v. The admission policy is compliant with the academically recognized admission policies.
vi. Teaching in the institution is based on the traditional ways.
vii. Teaching is in official language of the country or an international language.
viii. Institution's specialties are comprehensive.
ix. The university does not have duality in the admission system for students, reducing the criteria for foreign students and conceding many academic components and admission requirements.
x. The university is ranked in (The World University Rankings)
xi. In case of private university, the DEAN may require more information that helps develop a clear image of the university including student numbers, rate of PhD holders among faculty members and whether the university is recognized by the equivalency authorities at the GCC countries.

Once the listing process is completed, the Institutions are requested to forward their curriculum plan along with course description for all programs offered by them. The curriculum plan along with course descriptions are forwarded to the Quality Assurance Office to develop the course equivalencies for all similar programs offered at both the institutions. These course equivalencies are sent for Dean's review. Once approved by Dean, the Corporate Affairs Office will send them along with a draft articulation format to the corresponding institution for their review and feedback. In case the institution agrees with all the terms specified in the agreement, the agreement is finalized and sent to MOHESR, UAE to seek their approval for signing of this agreement. Upon approval by MOHESR, the agreement is signed by the respective signatories of both the institution.

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The articulation process involves the following steps:

- **Planning**

The semester-wise planning of the articulation activities is carried out by Corporate Affairs Office. The Corporate Affairs Office researches the web to identify business schools from specific countries offering similar programs or courses. Only institutions recognized by authorized regulatory bodies in its home country are considered for articulation agreements. The list of Institutions identified for the purpose of articulation is sent to the Dean's Office for review and finalization.

- **Coordination for Partnership Projects**

To promote cooperation between universities in the following areas:

Exchange of Expertise and knowhow of the best practices followed at each Institution that provides a conducive environment for learning.

a. Exchange of students
b. Exchange of faculty
c. Exchange of information and best practices in the areas of:
    - Curriculum Development
    - Research
    - Community Engagement
    - Professional Development
    - Learning Support Services
d. Exchange of contribution in Publications such as Journals, Newsletters, Brochures, etc.
e. Participate in conferences
f. Collaboration in Research and Project work

- **Feedback of Projects**

Once the Articulation agreement is signed, the Corporate Affairs Office works towards the implementation of the agreement by coordinating with representatives at both the institutions and facilitates the execution of different collaborative projects that are agreed upon by both the institutions.

Towards the end, feedback is taken from both the participating universities for the execution of each activity.

C. INTERNSHIPS & PLACEMENTS [STUDENTS & ALUMNI]

i. Internship

The internship program of Skyline University College assists students to work and learn in a professional environment and get prepared for embarking on employment careers. The internship facilitate students to be able to apply the knowledge gained in the classrooms in a work setting, this process enriches student learning experience and helps them transit into the work world.

Corporate Affairs Office coordinates with Corporate and identifies internship opportunities for the SUC students studying Bachelor of Business Administration Program. The following procedure is followed for organizing internship:

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a. To receive complete list of internship requirement for eligible student from Administration Department.
    1. Specialization wise
    2. Contact Details [Mobile #, Email ID, Fax #]
    3. Name with clear passport size photographs
    4. Photocopy of passport with Visa page
    5. Photocopy of UAE National ID
    6. Letter of consent and compliance from the student
    7. Updated CV/Resume
    8. Contact details of SUC Supervisor

b. On receipt of acceptance/consent from respective industry the intimation send to Administration Department.

c. Admin completes the registration formality and issues letters of internship.

d. In-house orientation for intern by coordination with Corporate Affairs Office, Admin & SUC's Supervisor, and Experience sharing from students already placed.

e. Admin to compile list of intern joined the organization.

f. SUC's supervisor to monitor the progress of intern and appraise Corporate Affairs Office.

g. In case student does not join or discontinue, it is the sole responsibility of student to find organization for their internship. Corporate Affairs Office is not held responsible for arranging second opportunity.

h. Students intern are required to submit internship Project report to Admin.

i. Admin to send details of organization where internship has been organized during semester.

j. Corporate Affairs Office to send Thank You letter to concerned people in the organization where internship was completed.

ii. Placements

Corporate Affairs Office gives placement assistance to current and graduating student and Alumni of SUC. Any student who is enrolled in the programs offered by Skyline University College is automatically eligible for the placements. The focus is 100% placement of SUC students.

Conversion ratio/Placement rate of graduates is an essential tool to measure an educational institution's effectiveness. The Administration Department is in charge of complete coordination of the placement at SUC.

The functions of Corporate Affairs Office with regards to placement are as follows:

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a. Identifying employment opportunities for our SUC students in the national, regional and international market.

b. Maintaining and updating the database of potential employers.

c. On receipt of placement opportunities from the employers, the detail of the opportunities will be displayed in various locations like, plasma, portal and SMS depending upon need and urgencies.

d. Coordinating with employers to complete their **Need Analysis Form** and **Student Placement Request Form** and then accordingly send the appropriate CVs.

e. To carry out JD based workshop for students with the help of a faculty.

f. Organizing campus interviews/placement week.

g. Corporate Affairs Office will complete placement report semester wise with complete details of the organization, student, position join for and starting salary.

h. Maintaining a data of placement activities in the form of monthly and yearly reports.

iii. Campus Interviews

Corporate Affairs Office invites various companies, Business Houses, Banks and Govt. offices to the University for Campus Recruitment of Management students and students who are pursuing short term programs.

iv. Career Fair

Corporate Affairs Office organizes career fair for the placement of its graduating students. The career fair week is planned in the month of May and January after the completion of Spring and Fall semesters respectively.

v. Community Engagement

Community Engagement is the core of Skyline University College. Corporate Affairs Office collaborates with leading corporate and govt. organization in their CSR activities to enable the students of SUC to participate in the community activities of the corporates.

Through such activities awareness is created among the student community to pursue community engagement services during their study period and continue throughout their life.

vi. Students Networking

Corporate Affairs Office facilitates students to develop networking with the corporate world by providing them an opportunity to participate in various summits and conferences in the UAE which will help students to network. The students will be oriented for the importance and approaches of networking and the desirable etiquettes during the event.

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The current students will be able to network with the industry people by attending various forums organized by the Corporate Affairs office like:

- Seminars and Summits
- CEO Lecture Series
- Alumni Guest Lecture Series

The Alumni will benefit as there will be a continuous learning for them by attending various events organized by Corporate Affairs Office.

- Round table conference
- International conferences
- CEO Lecture series
- Alumni Lecture series

PROCEDURE

Step 1: Organize networking events for students by identifying the events [seminars, conferences, business meets etc.].

Step 2: Notify students about the event by displaying information on plasma and request them to send their willingness in participating in such events.

Step 3: Orient students about importance and approaches of networking and expected desirable behavior.

Step 4: Organize for visiting cards for the students who volunteer for participating in networking event.

Step 5: Coordinate with Finance for transportation, refreshments, etc.

Step 6: Coordinate with IRO for feedback of the event.

Step 7: Report the event experience.

D. ALUMNI & GMN

i. 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.

ii. Alumni Council

The Alumni Council is formed through elections every year and the goals of this council are the following:

- Help the Alumni liaisons plan programs & activities for SUC alumni.
- Coordinate the Alumni events and programs
- Provide advice to the Alumni liaisons officer about Alumni program & activities.

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Members of the Alumni Council:

- President (Alumni)
- Vice President (Alumni)
- Alumni Liaison Officer (Faculty or SUC representative)
- Head of Student Committees
- Staff members of the University [Corporate Affairs and Finance]

Benefits of Alumni Council members:

SUC Alumni Council provides the following services to its Alumni Association members:

☑ VIP passes to attend events such as carnival organized by the University College.
☑ VIP invites to movie nights, entertainment night or any other fun activity planned by the Alumni Council.
☑ Invites & passes to Graduation year reunion parties.
☑ Participation in University college social and cultural activities.
☑ Utilization of University College resources.
☑ Accessibility of Alumni Database of the University College for Networking activities, lifelong learning & Socializing.
☑ Alumni Association members can also benefit from the placement services, career counseling services etc.
☑ Scholarship benefits for Alumni who wish to further their educational qualification at SUC.
☑ Involvement in organizing participating & contribution to the University college academic activities. [*i.e. Professional Skill Development workshops & seminars, career workshops etc.*]

iii. 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:

a. 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.
b. 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.
c. 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.
d. SUC events: Alumni are kept up-to-date about various SUC events to attend/participate.

iv. 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

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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 alumnus.

v. 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.

vi. 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.

vii. Graduate Management Network [GMN]

Corporate Affairs Office will initiate with various universities to revive the activities of the GMN club.

Note: Please refer GMN HANDBOOK in the annexure.

E. INDUSTRY INTERACTION

i. Organizing Guest Lectures and Technical Visits

Corporate Affairs Office will send a request letter to the HOA 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 Head of Academics. HOA to forward the mail in the beginning of the semester stating guest lecture / technical visits required with the following details.

- Name of the faculty member
- Request made: Guest Lecture - Topic based; Technical Visit- Industry and Objective for the visit
- No. of students
- Date and time of activity
- Purpose of the activity
- Learning Objective achieved
- Technical visit subject related

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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.

ii. 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.

iii. 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.

iv. 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/HOA 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.

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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.

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MEDIA AND COMMUNICATION

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E-MARKETING POLICY

A. PURPOSE OF POLICY

It has been observed that most of the students and parents are browsing online to get information about SUC. The Computing Department places advertisement periodically on these portals. Following are the basis for choosing this media:

i. SUC Website

a. Websites hits through Google analytics – location, keyword, page, content, user frequency, demographic, age, interest, etc.
b. Online queries
c. Online chats
d. Online registrations
e. Survey from prospective students

ii. Social networking sites (Facebook, Twitter, LinkedIn, Google+, Digg, etc.)

a. Social media rating
b. Selecting the message content
c. Placement of advertisement
d. Selecting the keywords
e. Effectiveness of the advertisement

iii. Monitoring of Effectiveness of E-Marketing

a. Website rating websites such Alexa.com
b. Selecting the message content
c. Selecting the keywords

iv. Email Marketing

a. Email database of target segments
b. Selecting the message content
c. Timing of the message based on intake
d. Effectiveness of the email marketing
e. Exhibition and school visits database collected

v. SMS Marketing

The Marketing Department also utilizes the database of available mobile numbers and frequently sends updates on the program and course offerings and other important messages for follow-up with prospective students.

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ARTICLE PUBLISHING POLICY ON SUC WEBSITE & SOCIAL MEDIA SITES POLICY

A. Purpose of Policy

The editorial team at SUC does not publish articles arbitrarily. We follow a strict set of rules and guidelines. Every article published on SUC Website & social media sites fulfills certain criteria: quality of content is important to us, and our job is to advocate for and protect the interests of our readers and the design community. Every article is reviewed by at least two independent experts before it gets published on SUC Website & social media sites in order for the article to get published.

We continually revise and update these rules to make sure that the quality of our content is never compromised. The rules listed below are crucial for all articles published here on SUC Website & social media sites. We work very hard to follow all of these rules as best we can; they explicitly guide our editing, writing and communication.

Publishing Policy & Rights on SUC Website & social media sites:

- Does not publish any sponsored articles or paid content.
- Does not publish any other public relations (PR) content.
- Advertisers and sponsors have no influence on SUC Website's content.
- SUC respects the rights of authors, designers, photographers and developers.
- SUC would never publish links to illegal sources that reproduce the work of others or that violate author rights if we are able to detect illegal sources or copyright infringement through a reasonable effort by double-checking material to be published.

SUC is happy to receive constructive criticism and suggestions from readers and friends; but it would never perform favors in return for them. SUC's recommendations are based on the expertise of its authors and are made in the best interests of its readers and the Web design community.

1. PUBLICATIONS POLICY

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

1. Departments are responsible to prepare the draft contents of publication in line with the SUC policies and procedures
2. QA department reviews the draft document and forwards its recommendation for approval
3. Dean discusses with EC along with his comments for final approval
4. EC finalizes the policy and procedure and sends back to Dean for publication

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B. Responsibility and Authority

Table 3.15.1					
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	QA Department and Dean	EC	Dean	Annually
Student Handbook	Head of Administration and Examination	QA Department and Dean	EC	Dean	Annually
Faculty Handbook and Staff Handbook	Head of HR	QA Department and Dean	EC	Dean	Annually
Advertisement and Brochure	Head of Marketing and Head of HR	QA Department and Dean	EC	Dean	As per Schedule
Website content related to policy and procedure	Heads of Department	QA Department and Dean	EC	Dean	Semester wise
Website content related to articles and news	Heads of Department	QA Department and Dean	EC	Dean	As and when required

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HUMAN RESOURCE POLICIES - AAC

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I. APPOINTMENT - Academic Advisory Committee (AAC)

A. AAC APPOINTMENTS (Faculty selection guidelines)

The members of the Academic Advisory Council are appointed by the virtue of their position in organization. These profiles are nominated by the Executive Council hold administrative positions as per the organizations chart and are responsible for the day to day operations of SUC. AAC constitutes of Dean, HQA, HSA, HASS/Registrar.

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 place of AAC in the organization chart is shown in Chart No. (Refer) wherein the AAC members are Dean, HOA, HQA, HAS & HASS/Registrar.

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 and Vice Chair of AAC. The AAC reports at regular interval the functioning of their respective units to the Vice Chair and the Chair of AAC. This process becomes an important source of feedback about the operations of the institution.

All operational decisions are taken at this level by the Chair and Vice Chair 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 of AAC & the Vice Chair of AAC 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.

Dean 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 along with the Vice Chair of AAC.

II. AAC TITLES & TEACHING LOADS

SUC aims to bring together a team of highly dedicated AAC Members who are capable of contributing to the educational and operational needs of the SUC.

AAC Members described as follows:

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Dean:

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

Head of Quality Assurance (HQA):

To Lead and manage SUC institutional quality in supporting the values, goals and mission of the institution. Facilitate the achievement of institutional goals by assuring academic and administrative unit's excellence.

HSA:

To Lead and manage SUC's Student Services Department in supporting the values, goals and mission of the institution. To facilitate the achievement of institutional goals by providing expertise and advice regarding Student issues that affect general institutional planning and administration. HSA is responsible to ensure a consistently high standard of effective planning, organizing and delivering student services across SUC. Also ensures that students in SUC have equal access to learning and support activities that will maximize their ability to achieve their intended qualification and learning outcomes.

Head of Academic Support Services and Registrar:

HASS & Registrar of SUC is responsible to lead and manage the overall academic support functions of SUC in coordination with Dean, HQA, Chair of Academic Planning & Operations Committee and Head of Student Affairs. HASS & Registrar ensures academic services are provided to the students in the best possible manner, Academic Support Operations are coordinated well and continuous professional and managerial development of academic support staff.

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A. AAC TEACHING LOAD

Allocation of teaching load is assigned by Head of Administration & HASS considering student's number, contact hours, preparation required and other factors. The particulars of same are as follows:

Full Time Faculty – BBA					
Designation	**Teaching Load/ week**	**Contact hrs. for 3 credit in a semester**	**Advising hrs.**	**Remaining hrs. in a week**	
				Academic Activities	**Administrative Activities**
Dean	3 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & Administrative activities
HQA	6 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities
HOA	6 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities
HSA	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities

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B. SUMMER TEACHING LOAD – AAC (WEEKDAYS & WEEKEND)

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.

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

Refer to Summer Teaching Load for MBA/ BBA respectively.

C. DISSERTATION GUIDANCE

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 Academic AAC 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.

Note : *Refer to Dissertation Payment Section for details.*

D. ADDITIONAL CREDIT HOURS

AAC 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 seperation policy.

Note : Refer to Additional Credit Hours Section.

III. CONTRACTS

A. Terms of Contract

AAC Members are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Faculty Handbook. Included in these standards are the expectations of the appointed AAC members to

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provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. It also provides the guidelines of expected performance and contributions in effectively executing teaching responsibilities and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community.

1. **Format of Contract :**The contract of appointment for the respective positions includes the following:
   i. Job title of appointment
   ii. Grade
   iii. Job Status
   iv. Assignment Location
   v. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary)
   *Administrative Allowance in case the faculty has any administrative responsibilities too.
   vi. Duration of Contract
   vii. Probation
   viii. Benefits- Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
   ix. Working Hours
   x. Gratuity
   xi. Repatriation
   xii. Medical & Sick Leave
   xiii. Annual Leave
   xiv. Unauthorized Absence from Work
   xv. Notice & Termination
   xvi. Probation period
   xvii. Declaration
   xviii. Responsibilities and obligation

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

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

2. **Duration of Contracts:** Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each AAC member in the main areas of teaching, scholarly research and services to SUC & community, recommendations of EC Members to the COEC. Decisions regarding possible renewal / non-renewal of the initial contracts are sent to AAC members at least six months before the end of the existing contract. Once the letter is signed by the AAC member, a renewed contract will be issued.

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3. **Renewal and Non-Renewal of the Contract:** The process of renewing term-contract is initiated six months before the maturity of contract. Decision is based on the organizational requirement as per the faculty ratio, FES performance evaluation for the existing contract period, the FES Committee recommends the COEC either to renew or reject the AAC member's contract. Contract Renewal also depends upon certain parameters outlined in the separation policy. COEC reviews the personal file & based on FES Committee recommendation decides to extend or discontinue the contract for the next term. After the decision HR informs the AAC member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

Renewal /Non-Renewal of contract is based on the hiring requirement in SUC. The requirements are evaluated basis required ratios in the university. Contract renewal decision will be evaluated basis the University requirement and accordingly the contract will be renewed or not renewed/ terminated.

After the faculty signs a contract renewal letter it is taken as a confirmation for contract renewal. If a AAC member decides to deviate from the commitment by not renewing the contract SUC will be well within its rights initiate legal proceedings against such Faculty.

SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence.

IV. VISA APPLICATION & OTHER REQUIRED PROCEDURES

SUC grants employment visa to Full Time and International Visiting Faculty Members. An employment visa is processed after an agreement of employment is reached between a prospective Faculty Member and SUC, an appointment letter is issued and an employment contract is signed between the Faculty Member and SUC. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates generally for a period of 3 years. (The HR Department can recommend visa renewals for limited period for 1 or 2 years if the contract period is closer to expiry). The visa is renewed for an additional period of two years on the expiry of the existing visa.

A. NEW VISA

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

ii. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a period

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of 3 years. The visa is renewed every 3 years till both parties agree for the employment.

iii. Human Resource Department will retain the AAC member's passport in safe custody once the employment visa is stamped during the AAC members' probation period and will be released once confirmed from his probation.

iv. Before filing visa Faculty needs to submit all original attested documents for verification and a pre medical check need to be submitted to SUC.

v. The AAC member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the AAC member in the process. If the concerned AAC member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

vi. In case the visa is processed and the faculty does not join SUC for any reason, they will have to bear the visa charges. Any document held at SUC will be dispatched once the required payment is cleared.

vii. If the AAC member resigns within first year of initial visa with SUC faculty will have to refund the cost of visa.

Documents required for processing employment visa are:

- Photocopy of AAC member's passport pages detailing personal details, date of issue and expiry. The passport must be valid for a minimum period of 8 months at the time of request for processing of employment visa.
- Attested Original and Copy of highest qualification earned in English or Arabic or a notarized copy of English translation if the certificate is in any other language.
- 12 colored passport size photograph of the AAC member.

Procedure for applying Employment Visa

- PRO will get an approval for the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.
- Once the labor approval, the immigration will issue Entry Permit Visa (otherwise called the pink visa) to an employee to get into UAE.
- After an employee enter into UAE on entry permit, the PRO will apply for a medical insurance card.
- Once insurance card is ready, Employee will go to a government hospital or medical clinic for a health check. The medical check is a blood test and chest X-ray for HIV (AIDS), Hepatitis B, Hepatitis C, Tuberculosis (TB), Leprosy, and Syphilis.

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If results come back positive for any of those conditions, the person is deported with immediate effect. Therefore employee should pass the visa medical examination from the authorized Medical Fitness Services Center before stamping the visa

- PRO will then go to the Emirates ID service points after fill in the e-form at any typing center along with original valid passport and valid visa.
- PRO should make an application for a residence visa (employment visa) to the immigration authorities.
- PRO of the company should go back to the DNRD with all the necessary supporting documents to stamp the visa on employee passport.
- All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa.

B. MEDICAL REPORT

a. After joining SUC AAC member should submit original visa and original passport to HRD.

a. SUC will arrange for Health Insurance card of individual AAC member and coordinate its attestation with ministry of health, which will be sponsored by self.

b. AAC member has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.

c. For the eligible family Members, the AAC member has to process the Health Card and medical certificate on his own.

Documents required for medical test:

- Passport copy
- Photograph as per requirement
- Applicable Fee

C. RESIDENCE VISA FOR FAMILY

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

Note: *AAC member themselves have to process the above and bear the expense for family visa. However guidance can be taken from PRO.*

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D. FOR AAC MEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTION/ORGANIZATIONS

i. The prospective AAC Member is required to provide a NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry Of Interior, General Directorate for Naturalization & Residence.
ii. The SUC will then file for AAC member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
iii. AAC Member will be required to fill in personal details form which contains information related to processing of residence visa.
iv. The SUC will then file for AAC Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
v. The SUC Human Resource Department will retain the AAC Member's passport in safe custody till the time AAC is confirmed.

E. RENEWAL OR NON RENEWAL OF THE VISA

The visa for AAC member is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 2/3 years. The visa is renewed if the AAC member continues to be in the services of the SUC at the time of renewal.

1. The AAC member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the AAC member in the process. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa. If the concerned AAC member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

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

F. BANK ACCOUNT

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

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Documents required:

- Duly filled and signed bank application form
- Passport with visa copy
- Salary Certificate

V. FACULTY PERSONAL FILE

SUC maintains a personal file on each AAC member based on the information provided by the Faculty. 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 AAC member 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:

A. Employee Data Declaration
B. Pre recruitment correspondence
C. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
D. Copy of Employment Contract with subsequent annual increment letters
E. Copy of Confirmation Letter
F. Copies of Certificates of Faculty Development Program
G. Copies of Certificates of Conference Participation, Scholarly Work/ Publications
H. Performance Evaluation Records
I. Appreciation, Awards & Achievements
J. Warning letters or any other letter issued to the AAC member
K. Leave & Air Ticket Records
L. Grievance Records
M. Medical Insurance Records of self and family
N. Passport and Visa Related Documents
O. Miscellaneous Documents

VI. RELOCATION & ON JOINING SUPPORT

A. RECEIVING THE NEW JOINEE AT THE AIRPORT :

At SUC we support the new joinee settle down and the first step towards the same is to provide shuttle service between airport and place of accommodation / university at the time of entering UAE. Our PRO or any university support staff is there at the airport to pick up the new joinee when they enter UAE at the time of joining. It is a gesture to welcome the new joinee and ensure smooth start to new career at SUC.

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B. INTITIAL ACCOMMODATION

SUC provides free accommodation for a month of employment in furnished Hostel/Hotel Accommodation for the AAC member recruited from outside of UAE. If the Visa process is delayed then the SUC will take the responsibility till the visa is secured after which the rental have to be borne by the concerned AAC member.

The accommodation facility is available for newly hired Faculty relocating from outside the UAE and who enter the country under the SUC's sponsorship. It does not apply to faculty/ employee hired within the UAE or who are requesting a transfer of sponsorship.

C. EMPLOYEE SALARY LOANS

SUC provides financial support in the form of salary loan at the time of joining for miscellaneous expenses such as residence & the purchase of personal household items to Faculty recruited from outside of the UAE.

D. OFFICE & SUPPLIES ALLOCATION

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

E. SUC ID & BUSINESS CARDS

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

F. OTHER SUPPORT AND GUIDANCE

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

VII. NEW EMPLOYMENT ORIENTATION

SUC carries out employment orientation to the newly appointed AAC members in order to make them acquainted with the roles and responsibilities of the job, reporting systems and to achieve functional coordination desired between different

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Departments. The broad aim of the orientation is to provide information to new AAC member & enable them to carry out their required roles and responsibilities in an effective manner.

The main focus of the SUC orientation process is to:

A. Enable new AAC member to settle down as soon as possible in the multicultural work environment.
B. Enable to build relationships and rapport with colleagues.
C. Understand the scope of academic responsibilities of the position.
D. Get acquainted with the functioning of SUC in a holistic manner.

Procedure

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

1. A new AAC member shall report to the Human Resource Department on the first day of work to complete all the documentary formalities.

2. The Head HR carries out Orientation on Policy & Procedure and various benefits extended to the AAC members like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances.

3. The new Member will be introduced to all the Members of SUC.

4. The AAC member is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.

5. The new AAC member is trained to access the portal and may seek clarification from HR or Dean, if any doubts still exist.

6. HRD will introduce various functional Departments of SUC to the new AAC member and orients them on services provided by various academic support services Department. AAC member will be issued a job description along with Course list to identify the courses faculty can teach

After the Orientation, new AAC members will have an informal meeting with the Chair of the Executive Council to understand management outlook and expectation towards the new AAC members. The new AAC member, Dean, Chair/Head-Academic Planning & Operation Committee, Head-Quality Assurance, HASS/Registrar and Head HR will sign the Orientation Checklist within one month of commencement to acknowledge that all the important information has been conveyed to the new AAC member. A copy will be placed in the new AAC member's personnel file, which will be kept and maintained in the Human Resources Department. The HR Department continuously observes the newly inducted Employee during the probation period and assist them to smoothly settle down to the work environment of the institution.

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In this regard formal and informal feedbacks are taken twice during the probation period and provide feedback to employee to help them settle down.

For existing Faculty a rerun of all policies in every new academic year is done to ensure updating on any new policy changes or to clarify any doubts in the existing one for smooth functioning of processes.

VIII. FACULTY ROLES - RESPONSIBLITIES, GRIEVANCE AND DISCIPLINARY POLICIES AND PROCEDURE

Duties and responsibilities of a AAC 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 AAC member. It is required of all AAC 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 entitled exercise their freedom in their classroom in discussing their subject, but should be careful not to introduce in their teaching inappropriate matters which are insensitive to the social cultural code of UAE.

Also they need to fulfill their responsibility towards organization too by following a proper grievance and disciplinary process set forth by SUC.

A. RESPONSIBILITIES TOWARDS STUDENTS

- To encourage students' free and fair pursuit of learning
- To strive for the best scholarly standards of the discipline
- To demonstrate respect for the student as an individual
- To play the role of effective guide and advisor
- To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflect their true merit
- To respect students' privacy
- AAC members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
- AAC members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.

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- AAC members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
- AAC 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.
- AAC members must maintain respect for the student's role as a learner.
- AAC members must evaluate students on the merit of their academic performance.
- AAC members must be available at reasonable intervals to students for consultation on course work.
- AAC members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.
- AAC members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & SUC community.
- AAC 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.
- AAC members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

B. RESPONSIBILITIES TOWARDS SUC

i. PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, all AAC members must subscribe to high standards of professional conduct. Membership in the academic community imposes upon the students, AAC 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.

AAC member must comply with the standards and principles of conduct set forth in this Policy & Procedure Manual. A AAC member will be informed promptly by Dean in written of any allegation of unprofessional conduct made against him/her. Complaints of unprofessional conduct, professional

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dishonesty, lack of professional integrity, professional unethical behavior will be investigated and appropriate action taken.

1. AAC members must respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, AAC members must show due respect for the opinion of others.

2. AAC 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 AAC 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. The AAC member agrees to obey promptly all directions and lawful orders given by the Dean or his nominee.

5. The AAC 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 Dean or his nominee in so far as may be required by a court of competent jurisdiction. The AAC 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.

6. In case of termination of his services, the AAC 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.

7. The AAC 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.

8. The AAC 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.

9. To maintain regular communication with the Group Leader, HOA and Dean of SUC.

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

11. The 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.

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

13. The AAC member agrees to obey promptly all directions and lawful orders as per SUC Policy & Procedures.

14. AAC members are discouraged to defame colleagues or involve in any act of disparaging SUC.

15. AAC 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 Dean from time to time.

ii. **NON DISCRIMINATORY APPROACH**

No AAC member or employee of SUC shall discriminate against any person because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group, gender, and position in any of its programs, activities, contracts, in human resources & administrative practices or any other action it undertakes. The SUC is obligated to maintain those practices, processes and circumstances that afford equal opportunity to all individuals. Highest level of professional conduct is expected from AAC members, which involves respect for all the AAC members irrespective of their position.

iii. ETHICS

SUC recognizes and supports the principle that AAC members who speak or write as private citizens must be free from institutional censorship or discipline. It must however be understood that a AAC member's special place in the community imposes particular obligations and serious responsibilities in conduct of behavior and activities in the best interest of the profession and SUC.

1. Academic Ethics and Responsibilities

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 AAC members are free to pursue scholarly inquiry without undue restriction and voice and publish individual conclusions concerning the significance of evidence that

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they consider relevant keeping in mind the moralities and sensibilities of the host culture.

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

2. **AAC member's ethical obligations and responsibilities to their Profession:**

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.

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:

- AAC members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
- AAC members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
- AAC members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.
- AAC members must use funds designated for research purposes in prescribed manner.
- AAC 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.
- Each Full-time AAC 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.

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- AAC members must recognize that their primary responsibilities are to the SUC when they determine the amount (if any) and character of work done outside the SUC. Such outside work must be consistent with SUC regulations. When AAC members follow subsidiary interest, these must never compromise their freedom to draw intellectually honest conclusion.

- The fundamental responsibilities of AAC 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.

3. AAC member's ethical obligations and responsibilities to the public:

- The demonstration of professional integrity by AAC 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.

- AAC 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.

iv. 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.

1. **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.

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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.

2. General Harassment

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.

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

v. INTELLECTUAL PROPERTY

Any Academic, Research, Training material and Assignments created by the AAC member and the students during their tenure at SUC will be considered as the intellectual property of SUC.

- SUC has a right to use all the material (teaching & training) developed by AAC member during their tenure for conducting its operations or to enhance its image in the competitive environment for

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- The SUC believes that all published works of its community should be available to interested scholars.
- SUC holds the rights on all the course material (CDP, CDD) in their structure, content, and the methodology of conduct. In other words the AAC members may not conduct the same course using the same content and methodology as followed in SUC during the tenure.
- The AAC members/ Students also reserve the right to use the created material for their career advancement.
- 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.
- 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 AAC members under assignment of SUC.
- Any arrangement relating to copyright matters involving sponsored project must be referred to the AAC. 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.
- The SUC has the right to use the course materials developed by its AAC 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 AAC members must not include the contents of multimedia, electronic, computer bases or distance education courses which constitute breach of intellectual property rights.

C. FACULTY OUTSIDE ACTIVITIES:

1. ON DUTY EXEMPTION FROM SUC

AAC members may take on duty exemption from the SUC campus with written authorization from HOA & HASS. These exemptions may be taken for meeting officials with prior appointments from the industry, consultancy work, training programs, research work, projects and official work from home. These exemptions may be granted on evidence being produced prior to the leave as well as submit the report. In case of non-approval from APOC the same is not acceptable and is subject to disciplinary action as per policy.

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Proposal for any such consultancy should be approved by the Research Committee and must have signed "Memorandum of Understanding" between the Organization and SUC/Individual AAC member.

2. OUTSIDE EMPLOYMENT

Full-time AAC members are not allowed to be employed/teach in any other institution. Outside employment is considered as Breach of Contract.

3. MANAGEMENT DEVELOPMENT PROGRAM

SUC encourages and promotes its AAC members to organize MDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the MDP may select MDP programs developed by the faculty wherein the Resource person for these programs can be AAC members of SUC as well as external trainers and experts from Industry. To ensure professional outlook is accorded to these programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input is encouraged. Refer to Management Development Programs section under "employee Benefits" for further details.

D. GRIEVANCE POLICIES AND PROCEDURES

The Grievance Procedure provides guidelines for AAC members 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 AAC members 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

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extent that any provisions of this procedures conflicts with any applicable law, the superior law of the land prevails.

1. Applicability

The Grievance Redressal Procedure shall not apply to the Executive Council Members. All other AAC members may seek redressal through this process.

2. Grievance Policy

A Grievance is a formal complaint made by a Member of the Faculty 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:

Violation of academic freedom as defined in this manual

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

3. Procedure of Grievance Redressal

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

- Informal attempts at reconciliation by the adversarial parties
- File formal "Notice of Grievance"
- Formation of a Grievance Committee
- Mandate of a Grievance Committee
- The Grievance Hearing
- The findings of the Grievance Committee
- The final decision of the COEC
- Communication of decision to the parties

a. Informal Attempts at Conflict Resolution

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

b. Notice of Grievance

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

c. Formation of a Grievance Committee

The Dean in consultation with Head HR shall appoint a Grievance Committee of three (3) Members from a pool of eligible AAC members who are not party to the grievance. The Dean and Head HR 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.

d. 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:

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

In case the AAC member's continued presence would hamper or prejudice the investigation, the AAC member 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 Member of Faculty.

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e. The Grievance Hearing

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

- Elect a chair
- Establish procedures necessary for a fair and orderly meeting
- Forward a copy of the "Grievance Redressal Form" to all parties against whom the grievance is filed
- 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.

f. 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 Dean 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.

g. The Final Decision of the COEC

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

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The COEC 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.

E. DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. The SUC believes that the majority of AAC members 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 HR by forming an adhoc disciplinary committee consisting of Dean, 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.

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, a AAC member 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 Dean'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.

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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 AAC member. Categories include but are not limited to:

i. Failure to produce a sufficient quantity of work,
ii. Failure to produce work of acceptable quality,
iii. Failure to produce accurate work,
iv. Failure to produce work on time,
v. Poor manner of work performance,
vi. 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 AAC member 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:

i. Violence or other aggressive or disruptive behaviors,
ii. Illegal activities,
iii. Willful violations of Federal/State law or regulations or SUC policies
iv. Insubordination,
v. Misuse of SUC property,
vi. Refusal or failure to carry out reasonable instructions
vii. Smoking in non-designated areas
viii. Distribution of unauthorized pamphlets or literature
ix. Breach of any of the SUC regulations
x. Engaging in any other professional activity outside the SUC without the prior written consent of the Dean
xi. Gambling in the premises
xii. Failure to maintain/obtain credentials or the falsification of credentials, or
xiii. Professional misconduct.

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c. Gross Misconduct

Gross Misconduct occurs when a AAC member's actions

(or inaction):

i. 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
ii. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
iii. Theft of SUC property
iv. Criminal offence
v. Creating negative influence on others
vi. Instigating other staff members against policy
vii. Indecent conduct
viii. Taking any other paid employment or remunerative activity
ix. Reporting for duty whilst under the influence of alcohol or drugs
x. Acts of incitement
xi. Harassment or actual acts of discrimination
xii. Breach of duty regarding confidential information
xiii. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
xiv. Taking gifts or favors from the employees to tilt the decision in their favor.
xv. Failure to declare an interest which may be contrary to the best interests of the SUC.
xvi. Disrespecting colleagues, senior management or staff.
xvii. AAC members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

1. Corrective Measure

The level of action will depend on the seriousness of the offence. HRD will convene a meeting with the adhoc Disciplinary committee as mentioned above to decide the corrective measures. In case of decision of written warning or dismissal the HR Head must hold a "Pre-Disciplinary Meeting" with the AAC member to provide him an opportunity to address concerns before it

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makes the disciplinary decision. Other than the Committee one more AAC member may be present at the Pre-Disciplinary meeting either to counsel or to witness the proceedings.

i. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the AAC member'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.

ii. 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.

iii. **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 AAC member. When the final written warning is issued the AAC member is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

iv. 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

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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.

2. Authority to Take Disciplinary Action

- The responsibility to deal and initiate disciplinary action including written warning would be with the Dean in coordination with HR, HOA and HASS.
- The responsibility to deal with final written warning would lie with the COEC who will do so in conjunction with DEAN, HOA, HR and HASS.
- The responsibility to deal with dismissal cases would be with the COEC.

Disciplinary Action Committee: Disciplinary Action committee will comprise of HOA, Research committee, services committee and teaching effectiveness committee who will be update the HR Department in case of any disciplinary issue so that the HR department can take action accordingly

IX. PROBATION PERIOD

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

Procedure for Evaluation of Probation

A. Interim Students Feedback in 3rd or 4th week
B. Final student's feedback as per the IE Calendar
C. Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
D. Review of Research Committee in terms of Research Plan.

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E. Review of Services Committee in terms of Services plan for coming Academic year.
F. Dean recommendation report (Based on above mentioned feedbacks)
G. HRD forwards the recommendation to the COEC for approval/ rejection.
H. Based on approval/ rejection by the COEC HR calls a meeting for the Dean and probationer and issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Terms & Conditions during Probation Period

A. All AAC members are hired on probation for the first six months of their employment.
B. During the Probation period the newly hired AAC member will be entitled to all paid Government Holidays, and Health Insurance.
C. During the probation period the passport of newly hired AAC member will be retained by SUC, which will be released soon after the confirmation. However the passport may be retained by the SUC in case of any bank letter being issued to the AAC member or in case the faculty has taken any loan from SUC.
D. The AAC member must complete the Probation period successfully to be eligible for the SUC Benefit
E. No paid Leave / Annual Leave can be granted during Probation period. Leave can be taken in case of emergency during Probation only after due approval from the Dean which extends the probation days by the total number of leave days availed.
F. Confirmation of probationer is based on the Dean's and AAC recommendation which in turn is based on various feedbacks.
G. On confirmation, the AAC member is eligible for all benefits and additional perks from the date of appointment.
H. In some cases confirmation is on conditional basis where AAC member is given for a maximum of additional one semester after the Probation period. This is to facilitate further counseling for improving overall performance and adherence to the SUC Requirements. Please note no benefits will be applicable to the AAC member in case there is a conditional confirmation/ extension of probation. In case of the probationer failing to successfully complete the probation period to the satisfaction of the Management, in all respects, a letter of rejection is issued terminating the contract.

X. COMPENSATION & BENEFITS

A. SALARY COMPENSATION

A competitive compensation package is offered to attract well qualified and trained manpower to manage academic activities and to raise the Academic standards as envisaged in the Vision & Mission of the SUC. The compensation package includes following components:

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Salary Component:

a. Basic Salary
b. Social Allowance
c. Communication and Transportation Allowance
d. Administrative Allowance (If applicable)
e. Benefits (Details are available in benefit section)

Benefit Component:

a. Accommodation Allowance.
b. Furniture Allowance
c. Medical insurance for the employee and his/her full family.
d. Air ticket for the employee and his/her family

SUC strives to reward employees at every level based on their evaluation by FES and major contributions to the organization. The purpose of SUC's salary compensation system is to maintain:

- Internal pay equity and bring consistency within and across the Members of SUC
- Consistency in application of salary grade system
- High degree of employee morale, motivation and performance through competitive salaries.

B. COMPENSATION STRUCTURE

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:

- Job analysis based on Feedback from FES
- Current Industry Inputs
- Government/ Ministry inputs
- Academic standing/ Experience of AAC members

The compensation structure at SUC is a well-defined system having salary grade/rank. Each grade has a specified minimum and maximum basic salary, social and accommodation allowances along with increment ranges. The salary structure is determined based on internal and external inputs, budgets and adjusted on an annual basis depending on economic scenario. In addition to above there are additional allowance & facilities which are extended to AAC members as per their contract.

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C. DISBURSEMENT OF SALARIES

All salaries for Full Time AAC members are transferred to their bank accounts normally by 25th of each month. For New AAC members the cash salary is paid by 01st of the following month. For Semester /Part Time AAC members the salary is disburse on or before the 7 working days of the following month, depending on the verification of attendance from Administration & approval from Dean.

Final Payment for Semester & Part Time Adjunct AAC 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.

D. PERKS & BENEFITS

1. ADDITIONAL CREDIT HOURS

AAC members may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load.

The normal teaching load of a full-time AAC member with a terminal degree at the Assistant/associate/full professor rank in the SUC is 9 credit hours at the MBA level. Any overload is compensated as per the policy given below:

ADDITIONAL CREDIT REMUNERATION (WEEKDAYS)
ADDITIONAL CREDIT – FACULTY REMUNERATION
TOTAL HOURS : 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching hours & 1 hour Administrative Duties)
CLASS TIMINGS: Sunday to Thursday
Morning: 0900 hrs. to 1230 hrs.
Evening: 1900 hrs. to 2200 hrs.
PAYMENT/COURSE: AED 7,500.00 (BBA)

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Policy Outline:

i. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
ii. Additional Credit Contract will be applicable with the commencement of classes.
iii. Course includes the examination invigilation duty as well.
iv. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
v. AAC member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.
vi. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.
vii. If the AAC member leaves organization during ongoing semester before completion of the additional course no compensation will be paid for the additional credit hrs.

ADDITIONAL CREDIT REMUNERATION (WEEKEND)
ADDITIONAL CREDIT – FACULTY REMUNERATION
TOTAL HOURS : 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching & 1 Administrative Duties)
CLASS TIMINGS: Friday and Saturday
Morning: 0900 hrs to 1830 hrs
PAYMENT/COURSE: AED 8,500.00 (BBA)

Policy Outline:

i. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
ii. Additional Credit Contract will be applicable with the commencement of classes.
iii. Course includes the examination invigilation duty as well.
iv. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.

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NO OF STUDENTS	NO OF INDEPENDENT HRS PER STUDENT	TOTAL NO OF GROUP HRS	TOTAL HRS	NO OF CREDITS	PAYMENT PER CREDIT	TOTAL PAYMENT
12 X 3	36	9	45	3	1500	4500
8 X 3	24	6	30	2	1500	3000
4 X 3	12	3	15	1	1500	1500

v. AAC member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.

vi. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.

vii. If the AAC member leaves organization during ongoing semester before completion of the additional course no compensation will be paid for the additional credit hrs.

2. DISSERTATION GUIDANCE PAYMENT POLICY

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 AAC 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 of teaching as per the below mentioned table:

Policy Outline:

i. Supervisors will be allocated by the - Administration Department in the form of the course allocation schedule.

ii. The Supervisor is responsible to enter the attendance in the ERP system.

iii. Group meeting schedules of students for the dissertation shall be prepared by the Administration in consultation with the Supervisor.

iv. Faculty having student with zero attendance is not eligible for any payment for the dissertation guidance

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In case if a AAC member is allocated dissertation guidance supervision in an Academic year on and above the regular teaching load of 24 credits is eligible for additional remuneration for the dissertation guidance as per the table mentioned above. If the teaching load credit hours is less than 24 credits then the dissertation payments will be calculated after adjusting the required 24 credits hours and the difference will be paid.

The dissertation payments will be released at the begnning of every new accademic year in the first month of the Fall Semester for the previous academic year. If the AAC member leaves organization during ongoing semester before completion of the dissertation no compensation will be paid for the Dissertation

3. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to AAC members staying within the Emirate of Sharjah for initial year i.e., for 1 year from AAC member's date of joining. AAC members are picked and dropped from common pickup points to SUC in both the shifts. AAC member's willing to avail the service of transportation should fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package. Reimbursement of any kind of transportation is not allowed unless it is pre-approve by HRD.

4. MEDICAL INSURANCE

SUC provides Full Time AAC members and their eligible dependents with medical insurance coverage. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an academic year. Medical Insurance is also applicable for Visiting AAC members (International). AAC members have a benefit of premium insurance coverage.

5. INITIAL AIR TICKET ALLOWANCE

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

Policy Outline:

i. Reimbursements for the Air Ticket is processed when reciepts of payments and ticket stubs are provided to the HRD within 48 hours of joining the organisation.

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ii. Reimbursement will be made up to the amount which SUC would have paid for the air ticket from the point of origin.
iii. Initial Air Ticket Reimbursement needs to be refunded back to the company by employee in case the employee terminates the contract within one year of the first contract.

6. ANNUAL AIRLINE TICKET ALLOWANCE:

AAC members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country.

General Rule & Regulation for Faculty Air Tickets:

AAC members are entitled to annual leave airline tickets for themselves and eligible dependents from UAE to first port of entry in home country.

Policy outline:

iv. AAC members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC.
v. In case a AAC member joins the Organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months tenure with SUC while if AAC members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.
vi. Spouse and dependent children residing in UAE with a valid visa will be eligible. AAC members and their families must provide documentary evidence of spouse and dependent children residing in UAE for more than six (6) months.
vii. AAC members and their families shall be eligible to economy class air ticket only.
viii. AAC members will be given the air ticket rates for his/her sector during the month of October.
ix. The AAC members will book the tickets as per their own convenience and submit the air ticket & invoice to HR department once the travel is finished.
x. The destination of travel for Faculty will be considered as per the address in passport. In case a AAC member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount whichever is lesser amount shall be reimbursed.

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

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

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

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

7. ACCOMODATION ALLOWANCE

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

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

Lecturer	**AED 24,000**
Assistant Professor	**AED 27,000**
Associate Professor	**AED 30,000**
Professor	**AED 33,000**

i. SUC AAC members are paid an annual housing allowance in two equal installments.

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

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

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iv. At the time of payment AAC member need to submit valid tenancy contract to HRD.
v. Accomodation Allowance will be paid basis the above table or the actual amount whichever is lower.
vi. If both husband and wife are working in SUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

8. FURNITURE ALLOWANCE

Furniture Allowance is extended to enable a AAC member for settling down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of four years for existing employees and for five years for faculties joining post A.Y. 15-16, depending on the Faculty grade mentioned in the table below. Subsequently the 2nd payment will be paid in the 5th year.

DESIGNATIONS	AMOUNT
LECTURER	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000
DEAN	15,000

Policy outline:

i. After the second payment, the Furniture allowance will be due in every 5th years
ii. Furniture Allowance is paid only to AAC members having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing basis will not be eligible for this benefit
iii. In case the AAC member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.
iv. AAC member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the AAC member is on conditional basis, the furniture allowance will not be applicable.

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v. If both husband and wife are working in SUC, the Furniture Allowance will be available i.e. furniture allowance is paid only to AAC member having the tenancy contract on their own name.

9. FACULTY CONFERENCE & RESEARCH FUND

Scholarly activities are an integral part of academic functions in an institution of higher education. Skyline University College encourages AAC 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.

Skyline University offers an academic & financial support to AAC members to initiate a research preferably an applied and good quality in all relevant areas of Business Management, Computer, Social Sciences, Tourism and Language domains. AAC members are encouraged to conduct good research in their own areas of broad specialization. This participation is subject to recommendation and approvals as per the process.

Table # 1 (Policy for AAC members' Research Activities)

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
Lecturer	Conference	Paper	Conference	Paper	
Assistant Professor	Paper	Conference	Paper	Conference	Conference & Paper
Associate Professor	Paper	Conference	Paper	Conference	Conference & Paper
Professor	Conference	Paper	Conference	Paper	Conference & Paper

Table # 2 (Policy for AAC members' professional development activities)

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Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
ONE GOOD CASE STUDY IN FIVE YEARS					
Lecturer **Assistant Professor**	Case Study Development (Related to any region preferably on UAE, GCC or MENA)				
Associate Professor **Professor**	Case Study Development (Related to any region preferably on UAE, GCC or MENA)				

Refer to "Research & Publication Handbook" for further details.

10. MANAGEMENT DEVELOPMENT PROGRAMS / CONSULTANCY WORK

SUC encourages and promotes its AAC members to organize MDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the MDP may select MDP programs developed by the faculty wherein the Resource person for these programs can be AAC members of SUC as well as external trainers and experts from Industry. To ensure professional outlook is accorded to these programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input is encouraged.

Refer to "MDP Policy Handbook" for further details.

XI. Financial Policies

A. SALARY LOAN (DURING THE TENURE WITH SUC)

All AAC members under SUC sponsorship are eligible for one salary as loan in alternative years and are subjected to following terms & conditions

i. Salary loan will be process only after the completion of 1 year services in SUC.
ii. The amount given as loan will be deducted @15% from the succeeding month onwards
iii. If the AAC members has availed settling down loan or salary loan, next request for the loan can be forwarded only after 24 months from the date of last application.
iv. AAC members who has collected salary undertaking letter for the purpose of availing loan or for other financial benefits will no longer have the right to apply/ request for further loans or advances. Otherwise they should produce a clearance letter from the concern financial institution which clearly mentions

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that the entire liability against the captioned loan which the Faculty has taken is duly paid.

v. AAC members is required to submit their original passport to HRD before the loan is sanctioned.

B. FACULTY LOAN AGAINST GRATUITY POLICY

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

Criteria for availing Gratuity Loan:

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

Procedure for availing the Loan Against Gratuity are as follows:

i. AAC members will be eligible for this loan after completion of 7 years of continuous services with SUC.
ii. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.
iii. AAC members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.
iv. Loan Approval will be at the sole discretion of the management.
v. The AAC members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
vi. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
vii. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
viii. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
ix. The AAC members will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.
x. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining

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amount shall be adjusted with end of term benefits and balance will be paid to the AAC members.

xi. AAC members availing gratuity loan will be liable to deposit the passport in custody of SUC for the period of repayment. Once the repayment is done Finance Department will issue a clearance letter to HRD for the release of passport.

xii. AAC members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.

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

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

XII. ORGANIZATIONAL POLICY

F. WORKING HOURS

STANDARD WORK HOURS

1. FULL TIME FACULTY – BBA

The SUC observes 40 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given below:-

SHIFT	IN (AM)	OUT (PM)	IN (PM)	OUT (PM)
SPLIT	9:00	1:30	06:30	10:00
STRAIGHT	9:00 (AM)		05:00 (PM)	
STRAIGHT	02:00 (PM)		10:00 (PM)	

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Policy Outline:

- It is mandatory for all AAC members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
- AAC member willing to alter work timings are required to do it after due approval from HOA.
- AAC members need to adhere to official work timings and report to work on time. Late coming or early leaving by half an hour or more will result in disciplinary action, non-adherence on more than 3 occasions in a month will result in half day deduction from annual leaves or Leave Without Pay in case annual leaves are exhausted.
- The AAC members teaching extra credits are required to dedicate 3 hours for teaching and 1 hour for administrative duties.
- For all official meetings outside the SUC, HR should be intimated at least 24 hours in advance. Last minute intimation to HR/HOA will not be entertained. Faculty is also required to submit report of the proceeding of meeting to HOA and HR.
- In case of Administrative Duties, AAC members are required to complete 48 hours of working hours per week. An extra administrative allowance will be paid to the concerned AAC members.

G. LEAVE POLICY

1. LEAVE ELIGIBLITY

The following is a broad outline of the leave system.

TYPES	LEAVES
a. Annual Leave	40 days within the Academic year
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	45 days
d. Academic Leave	7 days
e. Compassionate Leave	3 days
f. Birthday/Anniversary	Half day
g. Religious Leave	Half day

Policy Outline: Employee is eligible to avail all the above leaves only after confirmation.

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i. Earned Annual Leave

AAC members are entitled for annual leave of 40 days in an Academic Year.

The AAC members 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 based on the University Calendar within one Academic year. 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 HOA 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.

In case a AAC member avails short leave during the semesters it will be deducted from annual leave and should have prior approval (24 hrs.) before taking any short leave. If the leave 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.

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

AAC members should plan their annual leave so as not to upset the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management.

In case of separation, Faculty shall be entitled to earned leave only in case of having completed one Academic Year.

ii. Sick Leave

In case of sick leave AAC members 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.

AAC member shall not be entitled to any paid sick leave during the probation period.

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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 AAC member takes 5 or more days of sick leave in a semester the HR Department will take note of that and will be counseled accordingly.

Medical Certificate will only be entertained provided that the same is issued by the accredited doctors of SUC otherwise if not, leave will be considered as annual leave. The approved list of doctors will be provided by HR Department.

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.

iv. Academic Leave

AAC members are entitled for seven days leaves in an Academic Year to undertake other appropriate related studies within the Faculty specialization and professional field. Permission to avail such leave must be obtained in advance from HR Department with prior approval by the HOA.

v. Compassionate Leave

AAC members may be granted leave of absence with pay normally not exceeding three days, 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 his / her 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 HR and should be submitted to HR before 15th Sept.

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

vii. Religious Leave

AAC members 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 HR before 30th September in case of confirmed employees and after confirmation for new employees.

viii. Unauthorized Absence

AAC members 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 Dean. 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. AAC members 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.

ix. 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.

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Public Holidays 2016			Public Holidays 2017		
Date	**Day**	**Holiday**	**Date**	**Day**	**Holiday**
10-Sep	Sat	Arafat (Haj) Day *	1-Jan	Sun	New Year's Day
11-Sep	Sun	Eid Al Adha / Feast of Sacrifice *	24-Apr	Mon	The Prophet's Ascension
12-Sep	Mon	Eid Al Adha / Feast of Sacrifice *	25-Jun	Sun	Eid Al Fitr *
2-Oct	Sun	Islamic New Year *	26-Jun	Mon	Eid Al Fitr *
30-Nov	Wed	Martyr's Day	27-Jun	Tue	Eid Al Fitr *
2-Dec	Fri	National Day	31-Aug	Thu	Arafat (Haj) Day *
11-Dec	Sun	The Prophet Muhammad's Birthday *	1-Sep	Fri	Eid Al Adha / Feast of Sacrifice *
			2-Sep	Sat	Eid Al Adha / Feast of Sacrifice *
			21-Sep	Thu	Islamic New Year *
			30-Nov	Thu	Martyr's Day
			30-Nov	Thu	The Prophet Muhammad's Birthday *
			2-Dec	Sat	National Day

** Subject to changes.*

AAC members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications. AAC members are also entitled to official holidays declared by the SUC and communications issued by the HRD.

AAC members 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. AAC members resuming duty after outstation travel must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

Faculty 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.

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Note: As per UAE law it is mandatory to deduct the government notified National/Religious holidays from the leave periods.

Policy Outline:

The AAC member is responsible for the following:

a. It is imperative on the part of AAC members to arrange substitution of duties during any kind of leave of absence in consultation with the Head Administration.
b. To initiate leave applications and follow the leave approval procedure of SUC. Any short leaves taken by the AAC member should immediately apply after resuming of duty. Failing to do so, the leaves will be automatically deducted from his / her annual leaves.
c. To return from leave on the due date
d. AAC members intending to avail of any leave should apply to the Dean at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
e. To inform through email or in person to HRD when he/she resumes duty
f. AAC member must fulfill all the application procedures before proceeding for any kind of leave
g. All Leaves should be approved personally by HOA or HASS before filling up any form.
h. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HR will not be considered and deductions will be made as per policy.
i. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from HOA.
j. For Part time Adjunct AAC members, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Semester Contract AAC members who wish to avail leave have to take prior approval from Dean & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.

If there is any delay, it has to be notified to the Human Resource Department at least 48 hours prior to the due date. Failing to join after completion of annual leave leads to cessation of payment against salary with immediate effect if incase Faculty is not providing any valid reason.

XIII. GOAL SETTING, EVALUATION, GRADING SCALE AND PROMOTION

Faculty Goal setting exercise is done at the start of the academic year and is reviewed by the EC committee members. Goal setting process is reviewed in Fall semester- quarter 1 and annual review is done in summer semester. Goal setting process is very crucial and is the base for evaluation process.

*Note: Refer to **Faculty Evaluation System Manual-BBA** for further details.*

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The Faculty Evaluation System (FES) is the tool that evaluates the overall performance of AAC members at SUC. The purpose of this tool is to establish grounds to measure the performance of AAC members annually as per the FES framework. The tool serves as the basis of reference for performance evaluation of AAC members through a systematic method of collection, collation, interpretation, analysis and dissemination of data followed by an effective decision making exercise in a given Academic year. Please refer **Faculty Evaluation System Manual-BBA** for further details.

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

SUC Faculty promotion policy is based on the vacancies created at each level due to retirement/resignation/expansion. The promotions are generally subject to scrutiny by the FSC on the basis of eligible Faculty applying for the promotion.

The number of promotional opportunities at various levels is proposed to FIC (Faculty Information Committee). On receiving approval from the COEC the FSC initiates internal search for the right candidate within SUC before releasing the vacancies open to the external sources. A AAC member can be promoted before completion of eligibility period of 5 years provided he/she has shown outstanding performance and should meet the Goal achievement requirement to the satisfaction of FES committee continuously for Three years.

Preference is given to fill the vacancy/vacancies through eligible AAC member within SUC. Upon not finding the right candidate within the SUC then the vacancy/vacancies is/are filled through external sources.

All Faculty Promotion will be initiated along with FES and promotions will be effective from the time of increments in October.

PROMOTION GUIDELINES

CRITERIA FOR PROMOTION

DESIGNATION	NO. OF YEARS OF SERVICE [PREVIOUS RANK]	QUALITY ASSURANCE [FES AVERAGE RATING DURING THE	RESEARCH PUBLICATION+CONFERENCE PRESENTATION [REFERRED PUBLICATIONS + REPUTED CONFERENCE]	SERVICES ACTIVITIES [FES AVERAGE RATING DURING THE

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		PREVIOUS RANK]		PREVIOUS RANK]
ASSOCIATE PROFESSOR TO PROFESSOR	5	≥80%	3 + 2	≥80%
ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR	5	≥80%	3 + 2	≥80%
LECTURER TO ASSISTANT PROFESSOR	3	≥80%	1+1	≥80%
AAC members Holding Administrative Responsibilities	3 Years of relevant administrative experience	≥80%	(Preferably 1+1) Not Mandatory	≥80%

PROCESS:-

1. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed 5 years. The promotion review board is convened during FES evaluation.

2. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.

3. Submit all credentials
   i. Scholarly Work as per Policy for the period under consideration.
   ii. Teaching effectiveness documents including Feedback.
   iii. Contribution to SUC as well as community.
   iv. Any New Courses developed.
   v. FES rating as per the Criteria.

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vi. Promotion Details of previous organization.

4. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.

5. Promotion Review Board will review the applications and shortlist the eligible candidates and Recommends the shortlisted candidates to HRD for further processing of the evaluation process.

6. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.

7. The presentation should focus on their 5 years contribution to teaching, Research and services and any extra ordinary activities performed by the candidate during the tenure with SUC. The presentation should also contain his/her achievements in previous organizations in terms of promotion etc.

8. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.

9. If the candidate is unable to make the presentation to Board on the schedule date due to some unforeseen circumstances (accident, Death in the family or severe illness), the candidate must appeal for the postponement of the date by submitting the supporting relevant documents. HRD will reschedule the same with consultation of Promotion Board.

10. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.

%age of Marks:-

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

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

12. HRD updates all the records accordingly and maintains the promotion files for references.

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

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

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

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

XIV. TRAINING AND DEVELOPMENT, FACULTY AWARD & APPRECIATION

Faculty Training & Development is an integral part of SUC organizational culture. It is aimed at continuously developing the AAC 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 AAC members on a regular basis.

The DEAN, Head of Academics 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. HR Department send forms soliciting nominations for various training programs.

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.

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SUC adopts an appreciation policy to motivate the AAC members to encourage them to contribute their best to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Faculty through **Letter of Appreciation and monetary reward.**

Full Time Faculty

The Awards to the AAC members are given in below categories based on annual FES:

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

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

a. The Faculty to be eligible for the awards must have achieved at least 70% in each of the components of FES.
b. The FES Committee will decide the Faculty award not totally based on the FES quantitative values instead qualitative aspects of contributions are also considered

Adjunct Faculty

The Award to the Adjunct AAC members is given based on overall performance and student feedback of the Adjunct Faculty in an Academic Year.

1. Best Adjunct AAC member

XV. SEPARATION

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

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A. Resignation

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

Policy outline:

1. In case of resignation organization has right to decide on the last working day of faculty considering the academic calendar and full and final settlement and benefits will be paid till the last working day.
2. All the pending benefits forfeit as soon as AAC member resigns from services.
3. Initial Air Ticket Reimbursement needs to be refunded back to the company by employee in case the employee terminates the contract within one year of the first contract.
4. AAC member resigning from the services is not eligible for any pending tickets.
5. AAC members discontinuing their services with the university, has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.
6. In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the AAC members.
7. Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.
8. On seperation faculty will be paid for dissertation, addditional credit, summer payment guidance as allocated and fulfilled by them.
9. Gratuity will be paid as per UAE Labor Law.
10. Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by COEC.

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B. Dismissal

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

1. Commits any gross or repeated breach of his/her obligations.
2. Is engaged on probation and is dismissed during the probationary period or on its expiry.
3. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
4. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
5. If he/she fails to perform his/her basic duties and continues to do so despite written warning to him/her by the Dean or his nominee.
6. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
7. Is convicted of offence involving honor, honesty or public morals and order.
8. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
9. Is discovered to have made or given false statement or document to SUC.
10. Is found under the influence of alcohol or drugs during working hours.
11. Is found to have defamed the SUC or the Management.
12. Is found to be working against policy and procedure of SUC.

Assurances

The SUC policies and procedures on Faculty dismissal ensure:

1. The rights of the individuals are protected under these policies and procedures.
2. Dismissal shall not violate the rights of the individual under applicable UAE laws.
3. The threat of dismissal will not be used to restrain AAC members in exercising their academic freedom.
4. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
5. The principal of natural justice and due process will be adopted to give fair chance to the AAC member to defend wherever applicable.

Justifications

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

1. Adequate Cause

Dismissal for adequate cause may include grounds related to dishonesty, demonstrated professional incompetence in teaching or research, grounds

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

2. **Procedure for Dismissal for Adequate Cause**

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

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the AAC member in his/her

Professional capacity as an instructor or researcher, personal misconduct, the AAC member can be suspended with immediate effect by the COEC on recommendation of Dean. The Dean in consultation with Head HR will constitute an adhoc disciplinary committee to establish the facts of the case. The adhoc disciplinary committee shall offer the AAC member the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to Dean and Dean will forward his recommendation to COEC for approval. If the facts support the original charge, the Faculty will be dismissed by COEC.

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

Discontinuance of Academic Programs

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

1. **Procedure for Dismissal due to Discontinuance of an Academic Program**

Before recommending discontinuing an academic program the Dean shall deliberate with EC committee and on the basis of their recommendations and educational considerations present the closure of the Academic Program to the Directors.

The decision to discontinue an academic program can be made by the Board of Governors only. Termination of AAC member appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of Governors by Dean. The discontinuance requires affirmative vote of the Board of Governors.

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i. **Financial Exigencies**

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

ii. **Financial Exigency**

a. **Declaration**

The declaration of an exigency requires that the dismissal of the AAC member is likely, even if such dismissals are not imminent. When the Dean of the SUC believes a bonafide financial exigency exists, he/she shall promptly advise the Board of Governors and seek advice of the Academic Committee. The Dean will provide advice and consultation to the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

iii. **Retrenchment**

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Dean & EC is mandatory.

A retrenchment plan must be developed by the Dean and forwarded to COEC for approval. If acceptable, COEC will present it In front of the Board of Governors. Termination of AAC member's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with COEC.

The Board of Governors may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However reconsideration to reemploy some of the employees terminated due to financial exigency as per the discretion of COEC is possible.

iv. **Payment of Salaries and Benefits in case of Separation from Employment**

In case a AAC member is separated from employment under Dismissal Justified by Adequate Cause, the AAC member's salary shall be terminated effective upon the date of dismissal. As per labor law AAC member resigning from the services is not eligible for any pending benefits not availed in the Academic Year. All the pending benefits (Air

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ticket, non-accrued annual leaves, furniture allowance) forfeit as soon as AAC member resigns from services. In case of SUC terminates a AAC member will be eligible for repatriation ticket for AAC member alone who is under SUC Visa. In case of visa transfer employee's subsequent employer is responsible for his repatriation.

If a AAC member's service is separated because of discontinuance of an academic program or declaration of financial exigency, the AAC member's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa.

v. Faculty Handover and Clearances

In case a AAC member is separated from employment, the AAC members should prepare and forward his Handover Checklist confirmed by the HOA and Head HR and approval of Dean. Along with the faculty handover, the AAC member needs to get clearance from the respective Department and fill the Exit Interview Form and forwarded to HR for the processing of his Full and Final Settlement. AAC member needs to handover SUC ID, Insurance card, Car stickers and all the assets issued by SUC before taking clearances.

The Academic Advising Council has an authority to recommend the dismissal of the faculty on the ground mentioned above

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VIII. HUMAN RESOURCE POLICIES – ACADEMICS BBA

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XVI. RECRUITMENT & SELECTION- ACADEMICS BBA

B. FACULTY SEARCH & APPOINTMENTS (Faculty selection guidelines)

The Academic Advisory Committee (AAC) along with HR 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, HR Team is involved in effective sourcing and shortlisting of candidates. The Faculty Search Committee (FSC) is in place comprising of Academic Affairs Council (AAC) and Head HR, who will interview and hire the faculty along with a subject expert.

C. GUIDELINES FOR FACULTY SEARCH & APPOINTMENTS

FULL TIME FACULTY – BBA 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- BBA followed by SUC.

Table I	
Grade	**% of Full-time Faculty Members**
Professor	15%
Associate Professor	40%
Assistant Professor	30%
Lecturer	15%

D. ELIGIBILITY CRITERIA

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

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Table II			
Grade / Level	**Academic Experience**	**Research and Publication**	**Post PhD Experience**
Professor	15 years	15 (4 publications in A and B category in last 4 years)	7 years as Associate Professor
Associate Professor	10 years	10 (3 publication in B category in last 4 years)	5 years as Assistant Professor
Assistant Professor	7 years	7 (3 publication in B & C category in last 4 years)	5 years as Lecturer
Lecturer	5 years	1 (1 publication in B & C category in last 4 years)	1 year as Lecturer
Faculty with Administrative responsibilities	3 yrs. administrative experience in addition to experience in	As per respective ranks	As per respective ranks

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	respective rank		
Visiting Faculty	Will be recruited as per the above mentioned criteria for a period of one year and will be given accommodation and visa facility.		

- 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 is 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.

E. PROCESS FLOW

Step–1: AAC (Academic Advisory Committee) and HR Department reviews the requirement of Full time Faculty / Visiting / Adjunct Faculty requirement based on Faculty Load / Faculty Ratio and feeds the information to Faculty Search Committee (FSC).

Step–2: HR Department finalizes the requirement and takes necessary approval from the Dean. HR Department will forward the Recruitment Requisition Form with the recommendation of the APOC (Academic Planning and Operation Committee) and approval of Dean to COEC. 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.

Step–3: The HRD scrutinizes the resumes and conducts preliminary interview and shortlists the potential candidates.

Step–4: The shortlisted candidates for Academic position will be invited to appear for an interview through face to face or Skype with the Dean, HOA (Head of Academics), HRD and the subject expert. The finalized candidate is recommended to the Chair of Executive Council (COEC) for appointment.

Step –5: Shortlisted Candidates are informed on their selection and are required to provide two references from the previous organization in which one reference should

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be from previous supervisor. HR Team runs the reference check with help of a Reference Check Form and the feedback is shared with Chair of Executive Council (COEC) for appointment along with the offer letter draft.

Step–6: 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 Chair of the Executive Council for approval and signature.

Step–7: 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-8: 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-9: 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. 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

Step–10: Post submission of the above documents and the signed offer letter visa process in initiated.

Step- 11: 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).

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Step-12: Faculty Members recruited from outside United Arab Emirates are entitled to a Air Ticket Reimbursement upon joining SUC. (Refer to AIRLINE TICKET ALLOWANCE FOR EXPATRIATES)

Step-13: 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-14: 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–15: On joining Faculty member is oriented by Dean, HQA, HASS & all the concerned HOD's on the operational aspects of SUC. Faculty member sets their goals for the academic year in coordination with Dean's office.

Step–16: The selected Faculty is given a six months probationary appointment during which the performance is evaluated by Faculty Feedback Review Committee (FFRC) constituting Dean and a subject expert.

Step–17: AAC, Teaching effectiveness committee, Research Committee & Services committee 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-18: Based on the Dean's report about the probationer, HRD issues letter of confirmation signed by the COEC.

Step-19: In case of Adjunct / Visiting Faculty upon positive review their profiles are placed under active considerations and are considered whenever opportunity arises.

XVII. FACULTY TITLES & FACULTY TEACHING LOADS

SUC aims to bring together a team of highly dedicated Faculty Members who are capable of contributing to the educational needs of the SUC and of society at large.

In addition to fulfilling the general criteria, Faculty Members described in the following sections and must meet specific requirements for each title in order to be appointed or promoted to that title. Statements of these qualifications are as follows:

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E. FACULTY RANKS – BBA

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.

1. **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 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 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 Publication + Conference Presentation (Refereed Publications A & B Category + Conference)
Professor	15	4+3

2. **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.

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Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications A & B Category + Conference)
Associate Professor	10	3+2

3. **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

4. **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 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

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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.

OTHER CATEGORIES:-

1. **VISITING FACULTY (International)**:

   A person who is on sabbatical from the Full-Time teaching Faculty of an accredited University or from a comparable Educational Institution may be appointed on a Semester or Annual basis as Visiting Professor or Visiting Associate Professor or Visiting Assistant Professor or Visiting Lecturer. The qualifications and requirements shall commensurate with similar appointments to Full-Time Faculty ranks.

   Faculty recruited under this contract is treated as Full time in nature. The Visiting Faculty in this category 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 who are on yearly contract would have to participate in research work & 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 hired as a full time faculty only.

2. **ADJUNCT FACULTY**

   i. **SEMESTER CONTRACT FACULTY:** If the Faculty is recruited for a semester contract from within the UAE or outside the position can be Semester Contract Faculty, and Faculty is expected to take 9-12 credits in a semester. Under semester contract Faculty Members will have to perform same duties as specified under Visiting Faculty Section.

   ii. **PART TIME CONTRACT FACULTY:** A Part Time Faculty is appointed on hourly basis. Part Time Faculty Members will be remunerated on per lecture basis and can be engaged for up to a maximum of 6 credits per semester.

Policy Outline: *Adjunct Faculty Members are encouraged to contribute to conduct research as well as services to community and SUC. However, their appraisal shall be based only on teaching effectiveness component of the FES.*

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F. FACULTY TEACHING LOAD

Allocation of teaching load is assigned by Head of Administration & HASS considering student's number, contact hours, preparation required and other factors. The particulars of same are as follows:

1. Full Time Faculty BBA

Full Time Faculty – BBA					
Designation	**Teaching Load/ week**	**Contact hrs. for 3 credit in a semester**	**Advising hrs.**	**Remaining hrs. in a week**	
				Academic Activities	Administrative Activities
Professor	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & Administrative activities
Associate Professor	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities
Assistant Professor	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities

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Lecturer & Faculty Member covering General Education Courses	15 credits	(3 X 15)	6 hrs.	Research work for conference and publication (For Promotions)	other services (Community & SUC) & administrative activities
Faculty Members with Administrative position	3 release hrs. / Paid in lieu of additional administrative work allocated	As per credit allocation & Rank	6 hrs.	Research work for conference and publication	Administrative activities as per position

Faculty members holding administrative responsibilities will be remunerated extra or given release hours. Faculty member will hold administrative position until informed officially by letter of withdrawal and applicable remuneration will also be withdrawn accordingly.

Research work is done as per Research Conference Participation Policy.

2. (International) – BBA

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

3. Adjunct Faculty - BBA

S. No	Particulars	Credit Hours/Semester
1	Adjunct Faculty-Semester	9-12
2	Adjunct Faculty-Part Time	6

G. SUMMER TEACHING LOAD – BBA (WEEKDAYS & WEEKEND)

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Full time Faculty members are required to complete 24 credits at the position of Assistant Professor till Professor Level in Fall and Spring. In case of a lecturer or 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 TEACHING LOAD FOR ELIGIBILITY OF SUMMER TEACHING PAYMENT		TEACHING LOAD FOR SUMMER SEMESTER		SUMMER TEACHING PAYMENT
	ASST. PROFESSOR, ASSOCIATE PROFESSOR & PROFESSOR	**LECTURER**	**ASST. PROFESSOR ASSOCIATE PROFESSOR & PROFESSOR**	**LECTURER**	
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 Members at the position of Assistant Professor till Professor joining in spring semester can be allotted summer courses upon accomplishment of 18 credits in spring and summer semester to be eligible for the summer teaching payments while Faculty Members at the position of Lecturer level joining in spring semester can be allotted summer courses upon accomplishment of 21 credits in spring and summer semester for the summer teaching payments.

Faculty Member Joining in Summer Semester have to complete the assigned summer teaching load for which no summer teaching payment will be paid.

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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.

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

H. DISSERTATION GUIDANCE

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.

Note : Refer to Dissertation Payment Section for details.

I. 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 seperation policy.

Note : Refer to Additional Credit Hours Section.

XVIII. CONTRACTS

B. Terms of Contract

Appointed Faculty Members are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Faculty Handbook. Included in these standards are the expectations of the appointed Faculty to provide SUC with full and accurate information about their credentials, including

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official transcripts of certificates, experience and other academic and professional details. It also provides the guidelines of expected performance and contributions in effectively executing teaching responsibilities and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community.

4. **Format of Contract :**The contract of appointment for the respective positions includes the following:

   xix. Job title of appointment
   xx. Grade
   xxi. Job Status
   xxii. Assignment Location
   xxiii. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary)
   *Administrative Allowance in case the faculty has any administrative responsibilities too.
   xxiv. Duration of Contract
   xxv. Probation
   xxvi. Benefits- Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
   xxvii. Working Hours
   xxviii. Gratuity
   xxix. Repatriation
   xxx. Medical & Sick Leave
   xxxi. Annual Leave
   xxxii. Unauthorized Absence from Work
   xxxiii. Notice & Termination
   xxxiv. Probation period
   xxxv. Declaration
   xxxvi. Responsibilities and obligation

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

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

5. **Duration of Contracts:** Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each Faculty Member in the main areas of teaching, scholarly research and services to SUC & community, recommendations of EC Members to the COEC. Decisions regarding possible renewal / non-renewal of the initial contracts are sent to Faculty Members at least six months before the end of the existing contract. Once the letter is signed by the Faculty member, a renewed contract will be issued.

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6. **Renewal and Non-Renewal of the Contract:** The process of renewing term-contract is initiated six months before the maturity of contract. Decision is based on the organizational requirement as per the faculty ratio, FES performance evaluation for the existing contract period, the FES Committee recommends the COEC either to renew or reject the Faculty Member's contract. Contract Renewal also depends upon certain parameters outlined in the separation policy. COEC reviews the personal file & based on FES Committee recommendation decides to extend or discontinue the contract for the next term. After the decision HR informs the Faculty Member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

Renewal /Non-Renewal of contract is based on the hiring requirement in SUC. The requirements are evaluated basis required ratios in the university. Contract renewal decision will be evaluated basis the University requirement and accordingly the contract will be renewed or not renewed/ terminated.

After the faculty signs a contract renewal letter it is taken as a confirmation for contract renewal. If a faculty member decides to deviate from the commitment by not renewing the contract SUC will be well within its rights initiate legal proceedings against such Faculty.

SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence.

XIX. VISA APPLICATION & OTHER REQUIRED PROCEDURES

SUC grants employment visa to Full Time and International Visiting Faculty Members. An employment visa is processed after an agreement of employment is reached between a prospective Faculty Member and SUC, an appointment letter is issued and an employment contract is signed between the Faculty Member and SUC. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates generally for a period of 3 years. (The HR Department can recommend visa renewals for limited period for 1 or 2 years if the contract period is closer to expiry). The visa is renewed for an additional period of two years on the expiry of the existing visa.

G. NEW VISA

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

ix. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a period

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of 3 years. The visa is renewed every 3 years till both parties agree for the employment.

x. Human Resource Department will retain the Faculty Member's passport in safe custody once the employment visa is stamped during the Faculty Members' probation period and will be released once confirmed from his probation.

xi. Before filing visa Faculty needs to submit all original attested documents for verification and a pre medical check need to be submitted to SUC.

xii. The Faculty Member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Faculty Member in the process. If the concerned faculty member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

xiii. In case the visa is processed and the faculty does not join SUC for any reason, they will have to bear the visa charges. Any document held at SUC will be dispatched once the required payment is cleared.

xiv. If the Faculty Member resigns within first year of initial visa with SUC faculty will have to refund the cost of visa.

Documents required for processing employment visa are:

- Photocopy of Faculty Member passport pages detailing personal details, date of issue and expiry. The passport must be valid for a minimum period of 8 months at the time of request for processing of employment visa.
- Attested Original and Copy of highest qualification earned in English or Arabic or a notarized copy of English translation if the certificate is in any other language.
- 12 colored passport size photograph of the Faculty Member.

Procedure for applying Employment Visa

- PRO will get an approval for the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.
- Once the labor approval, the immigration will issue Entry Permit Visa (otherwise called the pink visa) to an employee to get into UAE.
- After an employee enter into UAE on entry permit, the PRO will apply for a medical insurance card.
- Once insurance card is ready, Employee will go to a government hospital or medical clinic for a health check. The medical check is a blood test and chest X-ray for HIV (AIDS), Hepatitis B, Hepatitis C, Tuberculosis (TB), Leprosy, and Syphilis.

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If results come back positive for any of those conditions, the person is deported with immediate effect. Therefore employee should pass the visa medical examination from the authorized Medical Fitness Services Center before stamping the visa

- PRO will then go to the Emirates ID service points after fill in the e-form at any typing center along with original valid passport and valid visa.
- PRO should make an application for a residence visa (employment visa) to the immigration authorities.
- PRO of the company should go back to the DNRD with all the necessary supporting documents to stamp the visa on employee passport.
- All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa.

H. MEDICAL REPORT

b. After joining SUC Faculty Member should submit original visa and original passport to HRD.

d. SUC will arrange for Health Insurance card of individual Faculty Member and coordinate its attestation with ministry of health, which will be sponsored by self.

e. Faculty Member has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.

f. For the eligible family Members, the Faculty Member has to process the Health Card and medical certificate on his own.

Documents required for medical test:

- Passport copy
- Photograph as per requirement
- Applicable Fee

I. RESIDENCE VISA FOR FAMILY

h. Attested Marriage Certificate
i. No objection letter from the sponsor
j. Forms to be filled and signed by sponsor
k. Relevant skilled certificates/ Degree (Attested)
l. Copy of Passport of family
m. Copy of passport/ Residency permit of sponsor
n. Tenancy Contract

Note: *Faculty Member themselves have to process the above and bear the expense for family visa. However guidance can be taken from PRO.*

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J. FOR FACULTY MEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTION/ORGANIZATIONS

vi. The prospective Faculty Member is required to provide a NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry Of Interior, General Directorate for Naturalization & Residence.

vii. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.

viii. Faculty Member will be required to fill in personal details form which contains information related to processing of residence visa.

ix. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.

x. The SUC Human Resource Department will retain the Faculty Member's passport in safe custody till the time faculty is confirmed.

K. RENEWAL OR NON RENEWAL OF THE VISA

The visa for Faculty Member is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 3 years. The visa is renewed if the Faculty Member continues to be in the services of the SUC at the time of renewal.

2. The Faculty Member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Faculty Member in the process. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa. If the concerned faculty member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

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

L. BANK ACCOUNT

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

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Documents required:

- Duly filled and signed bank application form
- Passport with visa copy
- Salary Certificate

XX. FACULTY PERSONAL FILE

SUC maintains a personal file on each Faculty Member based on the information provided by the Faculty. 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 faculty member 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:

A. Employee Data Declaration
B. Pre recruitment correspondence
C. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
D. Copy of Employment Contract with subsequent annual increment letters
E. Copy of Confirmation Letter
F. Copies of Certificates of Faculty Development Program
G. Copies of Certificates of Conference Participation, Scholarly Work/ Publications
H. Performance Evaluation Records
I. Appreciation, Awards & Achievements
J. Warning letters or any other letter issued to the Faculty Member
K. Leave & Air Ticket Records
L. Grievance Records
M. Medical Insurance Records of self and family
N. Passport and Visa Related Documents
O. Miscellaneous Documents

XXI. RELOCATION & ON JOINING SUPPORT

G. RECEIVING THE NEW JOINEE AT THE AIRPORT :

At SUC we support the new joinee settle down and the first step towards the same is to provide shuttle service between airport and place of accommodation / university at the time of entering UAE. Our PRO or any university support staff is there at the airport to pick up the new joinee when they enter UAE at the time of joining. It is a gesture to welcome the new joinee and ensure smooth start to new career at SUC.

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H. INTITIAL ACCOMMODATION

SUC provides free accommodation for a month of employment in furnished Hostel/Hotel Accommodation for the Faculty Member recruited from outside of UAE. If the Visa process is delayed then the SUC will take the responsibility till the visa is secured after which the rental have to be borne by the concerned Faculty Member.

The accommodation facility is available for newly hired Faculty relocating from outside the UAE and who enter the country under the SUC's sponsorship. It does not apply to faculty/ employee hired within the UAE or who are requesting a transfer of sponsorship.

I. EMPLOYEE SALARY LOANS

SUC provides financial support in the form of salary loan at the time of joining for miscellaneous expenses such as residence & the purchase of personal household items to Faculty recruited from outside of the UAE.

J. OFFICE & SUPPLIES ALLOCATION

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

K. SUC ID & BUSINESS CARDS

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

L. OTHER SUPPORT AND GUIDANCE

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

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XXII. NEW EMPLOYMENT ORIENTATION

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

The main focus of the SUC orientation process is to:

- **E.** Enable new Faculty Member to settle down as soon as possible in the multicultural work environment.
- **F.** Enable to build relationships and rapport with colleagues.
- **G.** Understand the scope of academic responsibilities of the position.
- **H.** Get acquainted with the functioning of SUC in a holistic manner.

The Orientation for **Adjunct Faculty Members** (Part Time & Semester) is done every commencement of the semester for them to be acquainted with their roles and responsibilities.

Procedure

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

7. A new Faculty Member shall report to the Human Resource Department on the first day of work to complete all the documentary formalities.
8. The Head HR carries out Orientation on Policy & Procedure and various benefits extended to the Faculty Members like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances.
9. The new Member will be introduced to all the Members of SUC.
10. The Faculty Member is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
11. The new Faculty Member is trained to access the portal and may seek clarification from HR or Dean, if any doubts still exist.
12. HRD will introduce various functional Departments of SUC to the new Faculty Member and orients them on services provided by various academic support services Department. Faculty member will be issued a job description along with Course list to identify the courses faculty can teach

After the Orientation, new Faculty members will have an informal meeting with the Chair of the Executive Council to understand management outlook and expectation

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towards the new faculty members. The new Faculty Member, Dean, Chair/Head-Academic Planning & Operation Committee, Head-Quality Assurance, HASS/Registrar and Head HR will sign the Orientation Checklist within one month of commencement to acknowledge that all the important information has been conveyed to the new Faculty Member. A copy will be placed in the new Faculty Member's personnel file, which will be kept and maintained in the Human Resources Department. The HR Department continuously observes the newly inducted Employee during the probation period and assist them to smoothly settle down to the work environment of the institution.

In this regard formal and informal feedbacks are taken twice during the probation period and provide feedback to employee to help them settle down.

For existing Faculty a rerun of all policies in every new academic year is done to ensure Updation on any new policy changes or to clarify any doubts in the existing one for smooth functioning of processes.

XXIII. FACULTY ROLES - RESPONSIBLITIES, GRIEVANCE AND DISCIPLINARY POLICIES AND PROCEDURE

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 entitled exercise their freedom in their classroom in discussing their subject, but should be careful not to introduce in their teaching inappropriate matters which are insensitive to the social cultural code of UAE.

Also they need to fulfill their responsibility towards organization too by following a proper grievance and disciplinary process set forth by SUC.

H. RESPONSIBILITIES TOWARDS STUDENTS

- To encourage students' free and fair pursuit of learning
- To strive for the best scholarly standards of the discipline
- To demonstrate respect for the student as an individual
- To play the role of effective guide and advisor

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- To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflect their true merit
- To respect students' privacy
- Faculty Members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
- Faculty Members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
- Faculty Members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
- 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.
- Faculty Members must maintain respect for the student's role as a learner.
- Faculty Members must evaluate students on the merit of their academic performance.
- Faculty Members must be available at reasonable intervals to students for consultation on course work.
- Faculty Members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.
- Faculty Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & SUC community.
- 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.
- Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

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I. RESPONSIBILITIES TOWARDS SUC

vi. PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, all 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. A 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.

16. 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.

17. 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.

18. 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.

19. The Faculty member agrees to obey promptly all directions and lawful orders given by the Dean or his nominee.

20. 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 Dean 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.

21. 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.

22. The Faculty Member's job profile includes additional administrative duties, maintaining students, academic and other records physically

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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.

23. 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.

24. To maintain regular communication with the Group Leader, HOA and Dean of SUC.

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

26. The 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.

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

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

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

30. 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 Dean from time to time.

vii. NON DISCRIMINATORY APPROACH

No Faculty Member or employee of SUC shall discriminate against any person because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group, gender, and position in any of its programs, activities, contracts, in human resources & administrative practices or any other action it undertakes. The SUC is obligated to maintain those practices, processes and circumstances that afford equal opportunity to all individuals. Highest level of professional conduct is expected from Faculty Members, which involves respect for all the Faculty Members irrespective of their position.

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viii. ETHICS

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 conduct of behavior and activities in the best interest of the profession and SUC.

1. Academic Ethics and Responsibilities

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:

2. Faculty Member's ethical obligations and responsibilities to their Profession:

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.

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:

- Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
- Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
- Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.

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

- 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.

- 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.

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

- 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.

3. 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.

- 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.

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ix. 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.

1. 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.

2. General Harassment

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.

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

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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.

x. INTELLECTUAL PROPERTY

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

- 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 for
- The SUC believes that all published works of its community should be available to interested scholars.
- 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.
- The Faculty Members/ Students also reserve the right to use the created material for their career advancement.
- 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.
- 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.
- Any arrangement relating to copyright matters involving sponsored project must be referred to the AAC. 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.
- 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.

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- 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.

J. FACULTY OUTSIDE ACTIVITIES:

1. ON DUTY EXEMPTION FROM SUC

Faculty Members may take on duty exemption from the SUC campus with written authorization from HOA & HASS. These exemptions may be taken for meeting officials with prior appointments from the industry, consultancy work, training programs, research work, projects and official work from home. These exemptions may be granted on evidence being produced prior to the leave as well as submit the report. In case of non-approval from APOC the same is not acceptable and is subject to disciplinary action as per policy.

Proposal for any such consultancy should be approved by the Research Committee and must have signed "Memorandum of Understanding" between the Organization and SUC/Individual Faculty Member.

2. OUTSIDE EMPLOYMENT

Full-time Faculty Members are not allowed to be employed/teach in any other institution. Outside employment is considered as Breach of Contract.

3. MANAGEMENT DEVELOPMENT PROGRAM

SUC encourages and promotes its faculty members to organize MDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the MDP may select MDP programs developed by the faculty wherein the Resource person for these programs can be Faculty members of SUC as well as external trainers and experts from Industry. To ensure professional outlook is accorded to these programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input is encouraged.Refer to Management Development Programs section under "employee Benefits" for further details.

K. GRIEVANCE POLICIES AND PROCEDURES

The Grievance Procedure provides guidelines for Faculty Members to lodge a formal grievance/complaint against an injury caused in the due process of

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administrative operations, policy matters or individual(s) action to seek remedy within the SUC.

The Grievance Procedure provides guidelines for Faculty Members 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.

1. Applicability

The Grievance Redressal Procedure shall not apply to the Executive Council Members. All other Faculty Members may seek redressal through this process.

2. Grievance Policy

A Grievance is a formal complaint made by a Member of the Faculty 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:

Violation of academic freedom as defined in this manual

- Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion
- Violation or misapplication of SUC contractual provision, practice, procedure, regulation or rule

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- Violation of accepted standards of behavior in the workplace of the SUC as stated in this manual.

3. Procedure of Grievance Redressal

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

- Informal attempts at reconciliation by the adversarial parties
- File formal "Notice of Grievance"
- Formation of a Grievance Committee
- Mandate of a Grievance Committee
- The Grievance Hearing
- The findings of the Grievance Committee
- The final decision of the COEC
- Communication of decision to the parties

a. Informal Attempts at Conflict Resolution

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

b. Notice of Grievance

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

c. Formation of a Grievance Committee

The Dean in consultation with Head HR shall appoint a Grievance Committee of three (3) Members from a pool of eligible Faculty Members who are not party to the grievance. The Dean and Head HR 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.

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d. 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:

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

In case the Faculty Member's continued presence would hamper or prejudice the investigation, the Faculty Member 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 Member of Faculty.

e. The Grievance Hearing

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

- Elect a chair
- Establish procedures necessary for a fair and orderly meeting
- Forward a copy of the "Grievance Redressal Form" to all parties against whom the grievance is filed
- 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.

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f. 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 Dean 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.

g. The Final Decision of the COEC

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

The COEC 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.

L. DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. The SUC believes that the majority of Faculty Members 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.

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The disciplinary procedure is initiated by the HR by forming an adhoc disciplinary committee consisting of Dean, 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.

1. **Categories**

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

d. Dereliction of responsibilities

e. Indiscipline or Misconduct

f. Gross misconduct

When one of the mentioned categories is found, a Faculty Member 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 Dean'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.

d. **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 Faculty Member. Categories include but are not limited to:

i. Failure to produce a sufficient quantity of work,
ii. Failure to produce work of acceptable quality,
iii. Failure to produce accurate work,
iv. Failure to produce work on time,
v. Poor manner of work performance,
vi. 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.

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e. 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 Faculty Member 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:

i. Violence or other aggressive or disruptive behaviors,
ii. Illegal activities,
iii. Willful violations of Federal/State law or regulations or SUC policies
iv. Insubordination,
v. Misuse of SUC property,
vi. Refusal or failure to carry out reasonable instructions
vii. Smoking in non-designated areas
viii. Distribution of unauthorized pamphlets or literature
ix. Breach of any of the SUC regulations
x. Engaging in any other professional activity outside the SUC without the prior written consent of the Dean
xi. Gambling in the premises
xii. Failure to maintain/obtain credentials or the falsification of credentials, or
xiii. Professional misconduct.

f. Gross Misconduct

Gross Misconduct occurs when a Faculty Member's actions

(or inaction):

i. 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
ii. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
iii. Theft of SUC property
iv. Criminal offence
v. Creating negative influence on others
vi. Instigating other staff members against policy
vii. Indecent conduct

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viii. Taking any other paid employment or remunerative activity
ix. Reporting for duty whilst under the influence of alcohol or drugs
x. Acts of incitement
xi. Harassment or actual acts of discrimination
xii. Breach of duty regarding confidential information
xiii. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
xiv. Taking gifts or favors from the employees to tilt the decision in their favor.
xv. Failure to declare an interest which may be contrary to the best interests of the SUC.
xvi. Disrespecting colleagues, senior management or staff.
xvii. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

2. Corrective Measure

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

v. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the Faculty Member'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.

vi. 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.

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vii. **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 Faculty Member. When the final written warning is issued the Faculty Member is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

viii. 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.

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3. **Authority to Take Disciplinary Action**

- The responsibility to deal and initiate disciplinary action including written warning would be with the Dean in coordination with HR, HOA and HASS.
- The responsibility to deal with final written warning would lie with the COEC who will do so in conjunction with DEAN, HOA, HR and HASS.
- The responsibility to deal with dismissal cases would be with the COEC.

Disciplinary Action Committee: Disciplinary Action committee will comprise of HOA, Research committee, services committee and teaching effectiveness committee who will be update the HR Department in case of any disciplinary issue so that the HR department can take action accordingly

XXIV. PROBATION PERIOD

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

Procedure for Evaluation of Probation

A. Interim Students Feedback in 3rd or 4th week
B. Final student's feedback as per the IE Calendar
C. Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
D. Review of Research Committee in terms of Research Plan.
E. Review of Services Committee in terms of Services plan for coming Academic year.
F. Dean recommendation report (Based on above mentioned feedbacks)
G. HRD forwards the recommendation to the COEC for approval/ rejection.
H. Based on approval/ rejection by the COEC HR calls a meeting for the Dean and probationer and issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Terms & Conditions during Probation Period

A. All Faculty Members are hired on probation for the first six months of their employment.
B. During the Probation period the newly hired Faculty Member will be entitled to all paid Government Holidays, and Health Insurance.

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C. During the probation period the passport of newly hired Faculty member will be retained by SUC, which will be released soon after the confirmation. However the passport may be retained by the SUC in case of any bank letter being issued to the faculty member or in case the faculty has taken any loan from SUC.

D. The Faculty Member must complete the Probation period successfully to be eligible for the SUC Benefit

E. No paid Leave / Annual Leave can be granted during Probation period. Leave can be taken in case of emergency during Probation only after due approval from the Dean which extends the probation days by the total number of leave days availed.

F. Confirmation of probationer is based on the Dean's and AAC recommendation which in turn is based on various feedbacks.

G. On confirmation, the Faculty Member is eligible for all benefits and additional perks from the date of appointment.

H. In some cases confirmation is on conditional basis where Faculty Member is given for a maximum of additional one semester after the Probation period. This is to facilitate further counseling for improving overall performance and adherence to the SUC Requirements. Please note no benefits will be applicable to the faculty member in case there is a conditional confirmation/ extension of probation. In case of the probationer failing to successfully complete the probation period to the satisfaction of the Management, in all respects, a letter of rejection is issued terminating the contract.

XXV. COMPENSATION & BENEFITS

E. SALARY COMPENSATION

A competitive compensation package is offered to attract well qualified and trained manpower to manage academic activities and to raise the Academic standards as envisaged in the Vision & Mission of the SUC. The compensation package includes following components:

Salary Component:

a. Basic Salary
b. Social Allowance
c. Communication and Transportation Allowance
d. Administrative Allowance (If applicable)
e. Benefits (Details are available in benefit section)

Benefit Component:

a. Accommodation Allowance.
b. Furniture Allowance
c. Medical insurance for the employee and his/her full family.
d. Air ticket for the employee and his/her family

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SUC strives to reward employees at every level based on their evaluation by FES and major contributions to the organization. The purpose of SUC's salary compensation system is to maintain:

- Internal pay equity and bring consistency within and across the Members of SUC
- Consistency in application of salary grade system
- High degree of employee morale, motivation and performance through competitive salaries.

F. COMPENSATION STRUCTURE

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:

- Job analysis based on Feedback from FES
- Current Industry Inputs
- Government/ Ministry inputs
- Academic standing/ Experience of Faculty Members

The compensation structure at SUC is a well-defined system having salary grade/rank. Each grade has a specified minimum and maximum basic salary, social and accommodation allowances along with increment ranges. The salary structure is determined based on internal and external inputs, budgets and adjusted on an annual basis depending on economic scenario. In addition to above there are additional allowance & facilities which are extended to Faculty Members as per their contract.

G. DISBURSEMENT OF SALARIES

All salaries for Full Time Faculty Members are transferred to their bank accounts normally by 25th of each month. For New Faculty Members the cash salary is paid by 01st of the following month. For Semester /Part Time Faculty Members the salary is disburse on or before the 7 working days of the following month, depending on the verification of attendance from Administration & approval from Dean.

Final Payment for Semester & Part Time 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.

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H. PERKS & BENEFITS

11. ADDITIONAL CREDIT HOURS

Faculty members may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load.

The normal teaching load of a full-time faculty member with a terminal degree at the Assistant/associate/full professor rank in the SUC is 9 credit hours at the MBA level. Any overload is compensated as per the policy given below:

ADDITIONAL CREDIT REMUNERATION (WEEKDAYS)
ADDITIONAL CREDIT – FACULTY REMUNERATION
TOTAL HOURS : 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching hours & 1 hour Administrative Duties)
CLASS TIMINGS: Sunday to Thursday
Morning: 0900 hrs. to 1230 hrs.
Evening: 1900 hrs. to 2200 hrs.
PAYMENT/COURSE: AED 7,500.00 (BBA)

Policy Outline:

i. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
ii. Additional Credit Contract will be applicable with the commencement of classes.
iii. Course includes the examination invigilation duty as well.
iv. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
v. Faculty Member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.
vi. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with

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the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.

vii. If the faculty member leaves organization during ongoing semester before completion of the additional course no compensation will be paid for the additional credit hrs.

ADDITIONAL CREDIT REMUNERATION (WEEKEND)
ADDITIONAL CREDIT – FACULTY REMUNERATION
TOTAL HOURS : 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching & 1 Administrative Duties)
CLASS TIMINGS: Friday and Saturday
Morning: 0900 hrs to 1830 hrs
PAYMENT/COURSE: AED 8,500.00 (BBA)

Policy Outline:

i. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
ii. Additional Credit Contract will be applicable with the commencement of classes.
iii. Course includes the examination invigilation duty as well.
iv. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
v. Faculty Member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.
vi. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.
vii. If the faculty member leaves organization during ongoing semester before completion of the additional course no compensation will be paid for the additional credit hrs.

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NO OF STUDENTS	NO OF INDEPENDENT HRS PER STUDENT	TOTAL NO OF GROUP HRS	TOTAL HRS	NO OF CREDITS	PAYMENT PER CREDIT	TOTAL PAYMENT
12 X 3	36	9	45	3	1500	4500
8 X 3	24	6	30	2	1500	3000
4 X 3	12	3	15	1	1500	1500

12. DISSERTATION GUIDANCE PAYMENT POLICY

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 of teaching as per the below mentioned table:

Policy Outline:

v. Supervisors will be allocated by the - Administration Department in the form of the course allocation schedule.
vi. The Supervisor is responsible to enter the attendance in the ERP system.
vii. Group meeting schedules of students for the dissertation shall be prepared by the Administration in consultation with the Supervisor.
viii. Faculty having student with zero attendance is not eligible for any payment for the dissertation guidance

In case if a Faculty member is allocated dissertation guidance supervision in an Academic year on and above the regular teaching load of 24 credits is eligible for additional remuneration for the dissertation guidance as per the table mentioned above. If the teaching load credit hours is less than 24 credits then the dissertation payments will be calculated after adjusting the required 24 credits hours and the difference will be paid.

The dissertation payments will be released at the begnning of every new accademic year in the first month of the Fall Semester for the previous academic year. If the faculty member leaves organization during ongoing semester before completion of the dissertation no compensation will be paid for the Dissertation

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13. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to Faculty members staying within the Emirate of Sharjah for initial year i.e., for 1 year from Faculty member's date of joining. Faculty members are picked and dropped from common pickup points to SUC in both the shifts. Faculty member's willing to avail the service of transportation should fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package. Reimbursement of any kind of transportation is not allowed unless it is pre-approve by HRD.

14. MEDICAL INSURANCE

SUC provides Full Time Faculty members and their eligible dependents with medical insurance coverage. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an academic year. Medical Insurance is also applicable for Visiting Faculty Members (International). AAC members have a benefit of premium insurance coverage.

15. INITIAL AIR TICKET ALLOWANCE

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

Policy Outline:

i. Reimbursements for the Air Ticket is processed when reciepts of payments and ticket stubs are provided to the HRD within 48 hours of joining the organisation.
ii. Reimbursement will be made up to the amount which SUC would have paid for the air ticket from the point of origin.
iii. Initial Air Ticket Reimbursement needs to be refunded back to the company by employee in case the employee terminates the contract within one year of the first contract.

16. ANNUAL AIRLINE TICKET ALLOWANCE:

Faculty Members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country.

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General Rule & Regulation for Faculty Air Tickets:

Faculty Members are entitled to annual leave airline tickets for themselves and eligible dependents from UAE to first port of entry in home country.

Policy outline:

i. Faculty members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC.
ii. In case a Faculty member joins the Organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months tenure with SUC while if Faculty members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.
iii. Spouse and dependent children residing in UAE with a valid visa will be eligible. Faculty members and their families must provide documentary evidence of spouse and dependent children residing in UAE for more than six (6) months.
iv. Faculty members and their families shall be eligible to economy class air ticket only.
v. Faculty members will be given the air ticket rates for his/her sector during the month of October.
vi. The Faculty members will book the tickets as per their own convenience and submit the air ticket & invoice to HR department once the travel is finished.
vii. The destination of travel for Faculty will be considered as per the address in passport. In case a Faculty member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount whichever is lesser amount shall be reimbursed.
viii. The annual air tickets for family and self cannot be accumulated for subsequent use in later years. Encashment of ticket amount is not permitted.
ix. If both husband and wife are working in SUC, the air ticket facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.
x. For Air Ticket reimbursement submissions before 15th of the month will be paid in the same month and submissions post the cutoff date will be reimbursed in the succeeding month. The annual cut off date to apply for reimbursement is by 15th of September in every academic year. The benefit can not be carry forwarded and will forfiet if not claimed till the annual cutoff date and no exceptions will be granted.
xi. Faculty Member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Faculty Member resigns from services.

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17. ACCOMODATION ALLOWANCE

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

The accommodation will be paid to faculty members as per the below mentioned details:

Lecturer	**AED 24,000**
Assistant Professor	**AED 27,000**
Associate Professor	**AED 30,000**
Professor	**AED 33,000**

i. SUC Faculty members are paid an annual housing allowance in two equal installments.
ii. Accommodation Allowance is paid only to Faculty members having the tenancy contract on their own name, and are required to submit a copy of valid tenancy contract to HRD. Employees staying on sharing basis will not be eligible for this benefit. Faculty members are advised to submitt tenancy contract with HR department, if they want to avail the accomodation allowance.
iii. In case the faculty member is promoted to the next level, Accommodation allowance will be calculated pro-rata as per the eligibility of Accommodation allowance in the respective category.
iv. At the time of payment faculty member need to submit valid tenancy contract to HRD.
v. Accomodation Allowance will be paid basis the above table or the actual amount whichever is lower.
vi. If both husband and wife are working in SUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

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18. FURNITURE ALLOWANCE

Furniture Allowance is extended to enable a Faculty member for settling down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of four years for existing employees and for five years for faculties joining post A.Y. 15-16, depending on the Faculty grade mentioned in the table below. Subsequently the 2nd payment will be paid in the 5th year.

DESIGNATIONS	AMOUNT
LECTURER	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000
DEAN	15,000

Policy outline:

i. After the second payment, the Furniture allowance will be due in every 5th years
ii. Furniture Allowance is paid only to Faculty members having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing basis will not be eligible for this benefit
iii. In case the faculty member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.
iv. Faculty Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Faculty member is on conditional basis, the furniture allowance will not be applicable.
v. If both husband and wife are working in SUC, the Furniture Allowance will be available i.e. furniture allowance is paid only to Faculty member having the tenancy contract on their own name.

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19. FACULTY CONFERENCE & RESEARCH FUND

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. 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.

Skyline University offers an academic & financial support to Faculty members to initiate a research preferably an applied and good quality in all relevant areas of Business Management, Computer, Social Sciences, Tourism and Language domains. Faculty members are encouraged to conduct good research in their own areas of broad specialization. This participation is subject to recommendation and approvals as per the process.

Table # 1 (Policy for Faculty members' Research Activities)

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
Lecturer	Conference	Paper	Conference	Paper	
Assistant Professor	Paper	Conference	Paper	Conference	Conference & Paper
Associate Professor	Paper	Conference	Paper	Conference	Conference & Paper
Professor	Conference	Paper	Conference	Paper	Conference & Paper

Table # 2 (Policy for Faculty members' professional development activities)

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
ONE GOOD CASE STUDY IN FIVE YEARS					
Lecturer	Case Study Development (Related to any region preferably on UAE, GCC or MENA)				
Assistant Professor					
Associate Professor	Case Study Development (Related to any region preferably on UAE, GCC or MENA)				
Professor					

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Refer to "Research & Publication Handbook" for further details.

20. MANAGEMENT DEVELOPMENT PROGRAMS / CONSULTANCY WORK

SUC encourages and promotes its faculty members to organize MDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the MDP may select MDP programs developed by the faculty wherein the Resource person for these programs can be Faculty members of SUC as well as external trainers and experts from Industry. To ensure professional outlook is accorded to these programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input is encouraged.

Refer to "MDP Policy Handbook" for further details.

XXVI. Financial Policies

A. SALARY LOAN (DURING THE TENURE WITH SUC)

All Faculty Members under SUC sponsorship are eligible for one salary as loan in alternative years and are subjected to following terms & conditions

vi. Salary loan will be process only after the completion of 1 year services in SUC.
vii. The amount given as loan will be deducted @15% from the succeeding month onwards
viii. If the Faculty Members has availed settling down loan or salary loan, next request for the loan can be forwarded only after 24 months from the date of last application.
ix. Faculty Members who has collected salary undertaking letter for the purpose of availing loan or for other financial benefits will no longer have the right to apply/ request for further loans or advances. Otherwise they should produce a clearance letter from the concern financial institution which clearly mentions that the entire liability against the captioned loan which the Faculty has taken is duly paid.
x. Faculty Members is required to submit their original passport to HRD before the loan is sanctioned.

B. FACULTY LOAN AGAINST GRATUITY POLICY

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

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Criteria for availing Gratuity Loan:

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

Procedure for availing the Loan Against Gratuity are as follows:

i. Faculty Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
ii. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.
iii. Faculty Members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.
iv. Loan Approval will be at the sole discretion of the management.
v. The Faculty Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
vi. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
vii. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
viii. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
ix. The Faculty Members will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.
x. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Faculty Members.
xi. Faculty Members availing gratuity loan will be liable to deposit the passport in custody of SUC for the period of repayment. Once the repayment is done Finance Department will issue a clearance letter to HRD for the release of passport.
xii. Faculty Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
xiii. Faculty Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan Against Gratuity. The nominee will be eligible to receive only the difference amount if the loan

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against gratuity is not repaid in full at the time of final settlement of the employee in case of any emegency contingency.

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

XXVII. ORGANIZATIONAL POLICY

M. WORKING HOURS

STANDARD WORK HOURS

2. FULL TIME FACULTY – BBA

The SUC observes 40 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given below:-

SHIFT	IN (AM)	OUT (PM)	IN (PM)	OUT (PM)
SPLIT	9:00	1:30	06:30	10:00
STRAIGHT	9:00 (AM)		05:00 (PM)	
STRAIGHT	02:00 (PM)		10:00 (PM)	

Policy Outline:

- It is mandatory for all Faculty Members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
- Faculty Member willing to alter work timings are required to do it after due approval from HOA.
- Faculty members need to adhere to official work timings and report to work on time. Late coming or early leaving by half an hour or more will result in disciplinary action, non-adherence on more than 3 occasions in a month will result in half day deduction from annual leaves or Leave Without Pay in case annual leaves are exhausted.
- The Faculty Members teaching extra credits are required to dedicate 3 hours for teaching and 1 hour for administrative duties.
- The Adjunct Faculty Members are required work based on the class Schedule forwarded by the Administration and from the schedule mentioned on their contract. The Adjunct Faculty Members have to complete all task (Administrative / Invigilation duties) allocated to them during a particular semester.

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- The Adjunct Faculty Members are required to do the punching in and out of the Biometric System. Failure in adhering the same will result in deduction in their Salary unless information and approval has been obtained from HRD.
- For all official meetings outside the SUC, HR should be intimated at least 24 hours in advance. Last minute intimation to HR/HOA will not be entertained. Faculty is also required to submit report of the proceeding of meeting to HOA and HR.
- In case of Administrative Duties, Faculty members are required to complete 48 hours of working hours per week. An extra administrative allowance will be paid to the concerned Faculty members.

N. LEAVE POLICY

2. LEAVE ELIGIBLITY

The following is a broad outline of the leave system.

TYPES	LEAVES
h. Annual Leave	40 days within the Academic year
i. Sick Leave	45 days continuous or interrupted in 1 year
j. Maternity leave	45 days
k. Academic Leave	7 days
l. Compassionate Leave	3 days
m. Birthday/Anniversary	Half day
n. Religious Leave	Half day

Policy Outline: Employee is eligible to avail all the above leaves only after confirmation.

x. Earned Annual Leave

Faculty Members are entitled for annual leave of 40 days in an Academic Year.

The Faculty Members 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 based on the University Calendar within one Academic year. 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

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only for emergency purposes and should have prior approval from the HOA 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.

In case a Faculty Member avails short leave during the semesters it will be deducted from annual leave and should have prior approval (24 hrs.) before taking any short leave. If the leave 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.

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

Faculty members should plan their annual leave so as not to upset the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management.

In case of separation, Faculty shall be entitled to earned leave only in case of having completed one Academic Year.

xi. Sick Leave

In case of sick leave Faculty Members 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.

Faculty Member 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 Faculty member takes 5 or more days of sick leave in a semester the HR Department will take note of that and will be counseled accordingly.

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Medical Certificate will only be entertained provided that the same is issued by the accredited doctors of SUC otherwise if not, leave will be considered as annual leave. The approved list of doctors will be provided by HR Department.

xii. 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.

xiii. Academic Leave

Faculty Members are entitled for seven days leaves in an Academic Year to undertake other appropriate related studies within the Faculty specialization and professional field. Permission to avail such leave must be obtained in advance from HR Department with prior approval by the HOA.

xiv. Compassionate Leave

Faculty Members may be granted leave of absence with pay normally not exceeding three days, in case of death of an immediate Family Member (defined as spouse, parent, sister, brother, son, daughter, mother-in-law, father-in-law).

xv. Birthday / Anniversary Leave

An Employee on the day of his / her 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 HR and should be submitted to HR before 15th Sept.

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

xvi. Religious Leave

Faculty Members 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 HR before 30th September in case of confirmed employees and after confirmation for new employees.

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xvii. Unauthorized Absence

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

e. Absence of 7 continuous days without information from the SUC will lead to Summary termination.

f. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of Dean. 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.

g. Faculty members travelling out of country without intimation to the SUC will be treated as unauthorized leave

h. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave.

xviii. 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.

Public Holidays 2016			**Public Holidays 2017**		
Date	**Day**	**Holiday**	**Date**	**Day**	**Holiday**
10-Sep	Sat	Arafat (Haj) Day *	1-Jan	Sun	New Year's Day
11-Sep	Sun	Eid Al Adha / Feast of Sacrifice *	24-Apr	Mon	The Prophet's Ascension
12-Sep	Mon	Eid Al Adha / Feast of Sacrifice *	25-Jun	Sun	Eid Al Fitr *
2-Oct	Sun	Islamic New Year *	26-Jun	Mon	Eid Al Fitr *
30-Nov	Wed	Martyr's Day	27-Jun	Tue	Eid Al Fitr *
2-Dec	Fri	National Day	31-Aug	Thu	Arafat (Haj) Day *
11-Dec	Sun	The Prophet Muhammad's Birthday *	1-Sep	Fri	Eid Al Adha / Feast of Sacrifice *

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			2-Sep	Sat	Eid Al Adha / Feast of Sacrifice *
			21-Sep	Thu	Islamic New Year *
			30-Nov	Thu	Martyr's Day
			30-Nov	Thu	The Prophet Muhammad's Birthday *
			2-Dec	Sat	National Day

** Subject to changes.*

Faculty Members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications. Faculty Members are also entitled to official holidays declared by the SUC and communications issued by the HRD.

Faculty Members 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. Faculty Members resuming duty after outstation travel must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

Faculty 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.

Note: As per UAE law it is mandatory to deduct the government notified National/Religious holidays from the leave periods.

Policy Outline:

The Faculty Member is responsible for the following:

k. It is imperative on the part of Faculty Members to arrange substitution of duties during any kind of leave of absence in consultation with the Head Administration.
l. To initiate leave applications and follow the leave approval procedure of SUC. Any short leaves taken by the Faculty member should immediately apply after resuming of duty. Failing to do so, the leaves will be automatically deducted from his / her annual leaves.
m. To return from leave on the due date

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n. Faculty Members intending to avail of any leave should apply to the Dean at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
o. To inform through email or in person to HRD when he/she resumes duty
p. Faculty Member must fulfill all the application procedures before proceeding for any kind of leave
q. All Leaves should be approved personally by HOA or HASS before filling up any form.
r. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HR will not be considered and deductions will be made as per policy.
s. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from HOA.
t. For Part time Adjunct Faculty Members, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Semester Contract Faculty members who wish to avail leave have to take prior approval from Dean & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.

If there is any delay, it has to be notified to the Human Resource Department at least 48 hours prior to the due date. Failing to join after completion of annual leave leads to cessation of payment against salary with immediate effect if incase Faculty is not providing any valid reason.

XXVIII. GOAL SETTING, EVALUATION, GRADING SCALE AND PROMOTION

Faculty Goal setting exercise is done at the start of the academic year and is reviewed by the EC committee members. Goal setting process is reviewed in Fall semester- quarter 1 and annual review is done in summer semester. Goal setting process is very crucial and is the base for evaluation process.

*Note: Refer to **Faculty Evaluation System Manual-BBA** for further details.*

The Faculty Evaluation System (FES) is the tool that evaluates the overall performance of Faculty Members at SUC. The purpose of this tool is to establish grounds to measure the performance of Faculty Members annually as per the FES framework. The tool serves as the basis of reference for performance evaluation of Faculty Members through a systematic method of collection, collation, interpretation, analysis and dissemination of data followed by an effective decision making exercise in a given Academic year. Please refer **Faculty Evaluation System Manual-BBA** for further details.

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

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SUC Faculty promotion policy is based on the vacancies created at each level due to retirement/resignation/expansion. The promotions are generally subject to scrutiny by the FSC on the basis of eligible Faculty applying for the promotion.

The number of promotional opportunities at various levels is proposed to FIC (Faculty Information Committee). On receiving approval from the COEC the FSC initiates internal search for the right candidate within SUC before releasing the vacancies open to the external sources. A Faculty member can be promoted before completion of eligibility period of 5 years provided he/she has shown outstanding performance and should meet the Goal achievement requirement to the satisfaction of FES committee continuously for Three years.

Preference is given to fill the vacancy/vacancies through eligible Faculty Member within SUC. Upon not finding the right candidate within the SUC then the vacancy/vacancies is/are filled through external sources.

All Faculty Promotion will be initiated along with FES and promotions will be effective from the time of increments in October.

PROMOTION GUIDELINES

CRITERIA FOR PROMOTION

DESIGNATION	NO. OF YEARS OF SERVICE [PREVIOUS RANK]	QUALITY ASSURANCE [FES AVERAGE RATING DURING THE PREVIOUS RANK]	RESEARCH PUBLICATION+CONFERENCE PRESENTATION [REFERRED PUBLICATIONS + REPUTED CONFERENCE]	SERVICES ACTIVITIES [FES AVERAGE RATING DURING THE PREVIOUS RANK]
ASSOCIATE PROFESSOR TO PROFESSOR	5	≥80%	3 + 2	≥80%
ASSISTANT PROFESSOR TO	5	≥80%	3 + 2	≥80%

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ASSOCIATE PROFESSOR				
LECTURER TO ASSISTANT PROFESSOR	3	≥80%	1+1	≥80%
Faculty Members Holding Administrative Responsibilities	3 Years of relevant administrative experience	≥80%	(Preferably 1+1) Not Mandatory	≥80%

PROCESS:-

1. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed 5 years. The promotion review board is convened during FES evaluation.

2. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.

3. Submit all credentials
   i. Scholarly Work as per Policy for the period under consideration.
   ii. Teaching effectiveness documents including Feedback.
   iii. Contribution to SUC as well as community.
   iv. Any New Courses developed.
   v. FES rating as per the Criteria.
   vi. Promotion Details of previous organization.

4. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.

5. Promotion Review Board will review the applications and shortlist the eligible candidates and Recommends the shortlisted candidates to HRD for further processing of the evaluation process.

6. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.

7. The presentation should focus on their 5 years contribution to teaching, Research and services and any extra ordinary activities performed by the candidate during the tenure with SUC. The presentation should also contain his/her achievements in previous organizations in terms of promotion etc.

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8. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.

9. If the candidate is unable to make the presentation to Board on the schedule date due to some unforeseen circumstances (accident, Death in the family or severe illness), the candidate must appeal for the postponement of the date by submitting the supporting relevant documents. HRD will reschedule the same with consultation of Promotion Board.

10. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.

%age of Marks:-

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

11. Upon Promotion of Candidate, COEC issues a Formal letter of promotion to the candidate and the same is communication to all the departments (Administration, Computing, Finance, Library etc.)
12. HRD updates all the records accordingly and maintains the promotion files for references.

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

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

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

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

XXIX. TRAINING AND DEVELOPMENT, FACULTY AWARD & APPRECIATION

Faculty 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.

The DEAN, Head of Academics 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. HR Department send forms soliciting nominations for various training programs.

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.

SUC adopts an appreciation policy to motivate the Faculty Members to encourage them to contribute their best to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Faculty through **Letter of Appreciation and monetary reward.**

Full Time Faculty

The Awards to the Faculty Members are given in below categories based on annual FES:

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

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PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

c. The Faculty to be eligible for the awards must have achieved at least 70% in each of the components of FES.
d. The FES Committee will decide the Faculty award not totally based on the FES quantitative values instead qualitative aspects of contributions are also considered

Adjunct Faculty

The Award to the Adjunct Faculty Members is given based on overall performance and student feedback of the Adjunct Faculty in an Academic Year.

2. Best Adjunct Faculty Member

XXX. SEPARATION

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

C. Resignation

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

Policy outline:

1. In case of resignation organization has right to decide on the last working day of faculty considering the academic calendar and full and final settlement and benefits will be paid till the last working day.

2. All the pending benefits forfeit as soon as Faculty Member resigns from services.

3. Initial Air Ticket Reimbursement needs to be refunded back to the company by employee in case the employee terminates the contract within one year of the first contract.

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4. Faculty Member resigning from the services is not eligible for any pending tickets.

5. Faculty Members discontinuing their services with the university, has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.

6. In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Faculty Members.
7. All the visa charges will be deducted if the Faculty Member resigns within first year of initial visa with SUC.

8. Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.

9. On seperation faculty will be paid for dissertation, addditional credit, summer payment guidance as allocated and fulfilled by them.

10. Gratuity will be paid as per UAE Labor Law.

11. Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by COEC.

D. Dismissal

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

1. Commits any gross or repeated breach of his/her obligations.
2. Is engaged on probation and is dismissed during the probationary period or on its expiry.
3. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
4. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
5. If he/she fails to perform his/her basic duties and continues to do so despite written warning to him/her by the Dean or his nominee.
6. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
7. Is convicted of offence involving honor, honesty or public morals and order.
8. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
9. Is discovered to have made or given false statement or document to SUC.
10. Is found under the influence of alcohol or drugs during working hours.
11. Is found to have defamed the SUC or the Management.
12. Is found to be working against policy and procedure of SUC.

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Assurances

The SUC policies and procedures on Faculty dismissal ensure:

1. The rights of the individuals are protected under these policies and procedures.
2. Dismissal shall not violate the rights of the individual under applicable UAE laws.
3. The threat of dismissal will not be used to restrain Faculty Members in exercising their academic freedom.
4. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
5. The principal of natural justice and due process will be adopted to give fair chance to the Faculty Member to defend wherever applicable.

Justifications

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

1. **Adequate Cause**

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

2. **Procedure for Dismissal for Adequate Cause**

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

   For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Faculty Member in his/her

   Professional capacity as an instructor or researcher, personal misconduct, the Faculty Member can be suspended with immediate effect by the COEC on recommendation of Dean. The Dean in consultation with Head HR will constitute an adhoc disciplinary committee to establish the facts of the case. The adhoc disciplinary committee shall offer the Faculty Member the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to Dean and Dean will forward his recommendation to COEC for approval. If the facts support the original charge, the Faculty will be dismissed by COEC.

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

Discontinuance of Academic Programs

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

2. Procedure for Dismissal due to Discontinuance of an Academic Program

Before recommending discontinuing an academic program the Dean shall deliberate with EC committee and on the basis of their recommendations and educational considerations present the closure of the Academic Program to the Directors.

The decision to discontinue an academic program can be made by the Board of Governors only. Termination of Faculty Member appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of Governors by Dean. The discontinuance requires affirmative vote of the Board of Governors.

vi. Financial Exigencies

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

vii. Financial Exigency

b. Declaration

The declaration of an exigency requires that the dismissal of the Faculty Member is likely, even if such dismissals are not imminent. When the Dean of the SUC believes a bonafide financial exigency exists, he/she shall promptly advise the Board of Governors and seek advice of the Academic Committee. The Dean will provide advice and consultation to the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

viii. Retrenchment

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Dean & EC is mandatory.

A retrenchment plan must be developed by the Dean and forwarded to COEC for approval. If acceptable, COEC will present it In front of the

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Board of Governors. Termination of Faculty Member's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with COEC.

The Board of Governors may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However reconsideration to reemploy some of the employees terminated due to financial exigency as per the discretion of COEC is possible.

ix. Payment of Salaries and Benefits in case of Separation from Employment

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

If a Faculty Member's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Faculty Member's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa.

x. Faculty Handover and Clearances

In case a Faculty Member is separated from employment, the Faculty members should prepare and forward his Handover Checklist confirmed by the HOA and Head HR and approval of Dean. Along with the faculty handover, the Faculty Member needs to get clearance from the respective Department and fill the Exit Interview Form and forwarded to HR for the processing of his Full and Final Settlement. Faculty member needs to handover SUC ID, Insurance card, Car stickers and all the assets issued by SUC before taking clearances.

The Academic Advising Council has an authority to recommend the dismissal of the faculty on the ground mentioned above

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VIII. HUMAN RESOURCE POLICIES - MBA FACULTY

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I. RECRUITMENT & SELECTION- ACADEMICS MBA

A. FACULTY SEARCH & APPOINTMENTS (Faculty selection guidelines)

The Academic Advisory Committee (AAC) along with HR 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, HR Team is involved in effective sourcing and shortlisting of candidates. The Faculty Search Committee (FSC) is in place comprising of Academic Affairs Council (AAC) and Head HR, who will interview and hire the faculty along with a subject expert.

B. GUIDELINES FOR FACULTY SEARCH & APPOINTMENTS

FULL TIME FACULTY – MBA 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- MBA followed by SUC.

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

C. ELIGIBILITY CRITERIA

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

Table II			
Grade / Level	**Academic Experience**	**Research and Publication**	**Post PhD Experience**
Professor	15 years	15	7 years as Associate Professor

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		(4 publications in A and B category in last 4 years)	
Associate Professor	10 years	10 (3 publication in B category in last 4 years)	5 years as Assistant Professor
Visiting Faculty	Will be recruited as per the above mentioned criteria for a period of one year and will be given accommodation and visa facility.		

- 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 is 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.

D. PROCESS FLOW

Step–1: AAC (Academic Advisory Committee) and HR Department reviews the requirement of Full time Faculty / Visiting / Adjunct Faculty requirement based on Faculty Load / Faculty Ratio and feeds the information to Faculty Search Committee (FSC).

Step–2: HR Department finalizes the requirement and takes necessary approval from the Dean. HR Department will forward the Recruitment Requisition Form with the recommendation of the APOC (Academic Planning and Operation Committee) and approval of Dean to COEC. Following the approval to fill the positions, the HRD will start the search process through recruitment agencies, online recruitment sites, SUC

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website and also posts the advertisement in the leading national and international newspapers detailing the Job specifications and Job Descriptions.

Step–3: The HRD scrutinizes the resumes and conducts preliminary interview and shortlists the potential candidates.

Step–4: The shortlisted candidates for Academic position will be invited to appear for an interview through face to face or Skype with the Dean, HOA (Head of Academics), HRD and the subject expert. The finalized candidate is recommended to the Chair of Executive Council (COEC) for appointment.

Step –5: 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 Chair of Executive Council (COEC) for appointment along with the offer letter draft.

Step–6: 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 Chair of the Executive Council for approval and signature.

Step–7: 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-8: 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-9: The selected Faculty needs to submit below list of documents before joining as part of joining formalities and for visa processing.

4. Passport size photo (A digital passport size photograph clicked with white background)
5. Passport copy
6. 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.

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- 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

Step–10: Post submission of the above documents and the signed offer letter visa process in initiated.

Step- 11: 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-12: Faculty Members recruited from outside United Arab Emirates are entitled to a Air Ticket Reimbursement upon joining SUC. (Refer to AIRLINE TICKET ALLOWANCE FOR EXPATRIATES)

Step-13: 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-14: 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–15: On joining Faculty member is oriented by Dean, HQA, HASS & all the concerned HOD's on the operational aspects of SUC. Faculty member sets their goals for the academic year in coordination with Dean's office.

Step–16: The selected Faculty is given a six months probationary appointment during which the performance is evaluated by Faculty Feedback Review Committee (FFRC) constituting Dean and a subject expert.

Step–17: AAC, Teaching effectiveness committee, Research Committee & Services committee 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-18: Based on the Dean's report about the probationer, HRD issues letter of confirmation signed by the COEC.

Step-19: In case of Adjunct / Visiting Faculty upon positive review their profiles are placed under active considerations and are considered whenever opportunity arises.

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II. FACULTY TITLES & FACULTY TEACHING LOADS

SUC aims to bring together a team of highly dedicated Faculty Members who are capable of contributing to the educational needs of the SUC and of society at large.

In addition to fulfilling the general criteria, Faculty Members described in the following sections and must meet specific requirements for each title in order to be appointed or promoted to that title. Statements of these qualifications are as follows:

A. FACULTY RANKS – MBA

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.

1. **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 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 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 Publication + Conference Presentation (Refereed Publications A & B Category + Conference)**
Professor	15	4+3

2. **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

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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 Publication + Conference Presentation (Refereed Publications A & B Category + Conference)
Associate Professor	10	3+2

OTHER CATEGORIES:-

3. **VISITING FACULTY (International)**:

A person who is on sabbatical from the Full-Time teaching Faculty of an accredited University or from a comparable Educational Institution may be appointed on a Semester or Annual basis as Visiting Professor or Visiting Associate Professor or Visiting Assistant Professor or Visiting Lecturer. The qualifications and requirements shall commensurate with similar appointments to Full-Time Faculty ranks.

Faculty recruited under this contract is treated as Full time in nature. The Visiting Faculty in this category 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 who are on yearly contract would have to participate in research work & 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 hired as a full time faculty only.

4. **ADJUNCT FACULTY**

i. **SEMESTER CONTRACT FACULTY:** If the Faculty is recruited for a semester contract from within the UAE or outside the position can be Semester Contract Faculty, and Faculty is expected to take 9-12 credits in a semester. Under semester contract Faculty Members will have to perform same duties as specified under Visiting Faculty Section.

ii. **PART TIME CONTRACT FACULTY:** A Part Time Faculty is appointed on hourly basis. Part Time Faculty Members will be remunerated on per lecture basis and can be engaged for up to a maximum of 6 credits per semester.

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Policy Outline: *Adjunct Faculty Members are encouraged to contribute to conduct research as well as services to community and SUC. However, their appraisal shall be based only on teaching effectiveness component of the FES.*

B. FACULTY TEACHING LOAD

Allocation of teaching load is assigned by Head of Administration & HASS considering student's number, contact hours, preparation required and other factors. The particulars of same are as follows:

1. Full Time Faculty MBA

Full Time Faculty – MBA					
Designation	**Teaching Load/ week**	**Contact hrs. for 3 credit in a semester**	**Advising hrs.**	**Remaining hrs. in a week**	
				Academic Activities	Administrative Activities
Professor	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & Administrative activities
Associate Professor	12 credits	(3 X 15)	6 hrs.	Research work for conference and publication	other services (Community & SUC) & administrative activities
Faculty Members with Administrative position	3 release hrs. / Paid in lieu of additional administrative work allocated	As per credit allocation & Rank	6 hrs.	Research work for conference and publication	Administrative activities as per position

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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.

2. International) – MBA

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

3. Adjunct Faculty - BBA

S. No	Particulars	Credit Hours/Semester
1	Adjunct Faculty-Semester	6-9
2	Adjunct Faculty-Part Time	3

C. SUMMER TEACHING LOAD – MBA (WEEKDAYS & WEEKEND)

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.

SEMESTER JOINING	REQUIRED TEACHING LOAD FOR ELIGIBILITY OF SUMMER TEACHING PAYMENT		TEACHING LOAD FOR SUMMER SEMESTER		SUMMER TEACHING PAYMENT
	ASST. PROFESSOR, ASSOCIATE PROFESSOR & PROFESSOR	**LECTURER**	**ASST. PROFESSOR ASSOCIATE PROFESSOR & PROFESSOR**	**LECTURER**	
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**

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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.

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.

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

D. 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 (Refer to Additional Credit Hours Section).

On separation faculty will be paid for additional credit hours in full and final settlement based on SUC seperation policy.

III. CONTRACTS

A. Terms of Contract

Appointed Faculty Members are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Faculty Handbook. Included in these standards are the expectations of the appointed Faculty to provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. It also provides the guidelines of expected performance and contributions in

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effectively executing teaching responsibilities and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community.

1. **Format of Contract :**The contract of appointment for the respective positions includes the following:
   i. Job title of appointment
   ii. Grade
   iii. Job Status
   iv. Assignment Location
   v. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary)
      *Administrative Allowance in case the faculty has any administrative responsibilities too.
   vi. Duration of Contract
   vii. Probation
   viii. Benefits- Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
   ix. Working Hours
   x. Gratuity
   xi. Repatriation
   xii. Medical & Sick Leave
   xiii. Annual Leave
   xiv. Unauthorized Absence from Work
   xv. Notice & Termination
   xvi. Probation period
   xvii. Declaration
   xviii. Responsibilities and obligation

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

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

2. **Duration of Contracts:** Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each Faculty Member in the main areas of teaching, scholarly research and services to SUC & community, recommendations of EC Members to the COEC. Decisions regarding possible renewal / non-renewal of the initial contracts are sent to Faculty Members at least six months before the end of the existing contract. Once the letter is signed by the Faculty member, a renewed contract will be issued.

3. **Renewal and Non-Renewal of the Contract:** The process of renewing term-contract is initiated six months before the maturity of contract. Decision is based on the organizational requirement as per the faculty ratio, FES performance

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evaluation for the existing contract period, the FES Committee recommends the COEC either to renew or reject the Faculty Member's contract. Contract Renewal also depends upon certain parameters outlined in the separation policy. COEC reviews the personal file & based on FES Committee recommendation decides to extend or discontinue the contract for the next term. After the decision HR informs the Faculty Member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

Renewal /Non-Renewal of contract is based on the hiring requirement in SUC. The requirements are evaluated basis required ratios in the university. Contract renewal decision will be evaluated basis the University requirement and accordingly the contract will be renewed or not renewed/ terminated.

After the faculty signs a contract renewal letter it is taken as a confirmation for contract renewal. If a faculty member decides to deviate from the commitment by not renewing the contract SUC will be well within its rights initiate legal proceedings against such Faculty.

SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence.

IV. VISA APPLICATION & OTHER REQUIRED PROCEDURES

SUC grants employment visa to Full Time and International Visiting Faculty Members. An employment visa is processed after an agreement of employment is reached between a prospective Faculty Member and SUC, an appointment letter is issued and an employment contract is signed between the Faculty Member and SUC. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates generally for a period of 3 years. (The HR Department can recommend visa renewals for limited period for 1 or 2 years if the contract period is closer to expiry). The visa is renewed for an additional period of two years on the expiry of the existing visa.

A. NEW VISA

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

ii. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a period of 3 years. The visa is renewed every 3 years till both parties agree for the employment.

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iii. Human Resource Department will retain the Faculty Member's passport in safe custody once the employment visa is stamped during the Faculty Members' probation period and will be released once confirmed from his probation.

iv. Before filing visa Faculty needs to submit all original attested documents for verification and a pre medical check need to be submitted to SUC.

v. The Faculty Member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Faculty Member in the process. If the concerned faculty member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

vi. In case the visa is processed and the faculty does not join SUC for any reason, they will have to bear the visa charges. Any document held at SUC will be dispatched once the required payment is cleared.

vii. If the Faculty Member resigns within first year of initial visa with SUC faculty will have to refund the cost of visa.

Documents required for processing employment visa are:

- Photocopy of Faculty Member passport pages detailing personal details, date of issue and expiry. The passport must be valid for a minimum period of 8 months at the time of request for processing of employment visa.
- Attested Original and Copy of highest qualification earned in English or Arabic or a notarized copy of English translation if the certificate is in any other language.
- 12 colored passport size photograph of the Faculty Member.

Procedure for applying Employment Visa

- PRO will get an approval for the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.
- Once the labor approval, the immigration will issue Entry Permit Visa (otherwise called the pink visa) to an employee to get into UAE.
- After an employee enter into UAE on entry permit, the PRO will apply for a medical insurance card.
- Once insurance card is ready, Employee will go to a government hospital or medical clinic for a health check. The medical check is a blood test and chest X-ray for HIV (AIDS), Hepatitis B, Hepatitis C, Tuberculosis (TB), Leprosy, and Syphilis. If results come back positive for any of those conditions, the person is deported

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with immediate effect. Therefore employee should pass the visa medical examination from the authorized Medical Fitness Services Center before stamping the visa

- PRO will then go to the Emirates ID service points after fill in the e-form at any typing center along with original valid passport and valid visa.
- PRO should make an application for a residence visa (employment visa) to the immigration authorities.
- PRO of the company should go back to the DNRD with all the necessary supporting documents to stamp the visa on employee passport.
- All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa.

B. MEDICAL REPORT

a. After joining SUC Faculty Member should submit original visa and original passport to HRD.

b. SUC will arrange for Health Insurance card of individual Faculty Member and coordinate its attestation with ministry of health, which will be sponsored by self.

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

g. For the eligible family Members, the Faculty Member has to process the Health Card and medical certificate on his own.

Documents required for medical test:

- Passport copy
- Photograph as per requirement
- Applicable Fee

C. RESIDENCE VISA FOR FAMILY

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

Note: *Faculty Member themselves have to process the above and bear the expense for family visa. However guidance can be taken from PRO.*

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D. FOR FACULTY MEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTION/ORGANIZATIONS

i. The prospective Faculty Member is required to provide a NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry Of Interior, General Directorate for Naturalization & Residence.
ii. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
iii. Faculty Member will be required to fill in personal details form which contains information related to processing of residence visa.
iv. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
v. The SUC Human Resource Department will retain the Faculty Member's passport in safe custody till the time faculty is confirmed.

E. RENEWAL OR NON RENEWAL OF THE VISA

The visa for Faculty Member is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 3 years. The visa is renewed if the Faculty Member continues to be in the services of the SUC at the time of renewal.

1. The Faculty Member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Faculty Member in the process. All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa. If the concerned faculty member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

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

F. BANK ACCOUNT

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

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Documents required:

- Duly filled and signed bank application form
- Passport with visa copy
- Salary Certificate

V. FACULTY PERSONAL FILE

SUC maintains a personal file on each Faculty Member based on the information provided by the Faculty. 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 faculty member 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:

A. Employee Data Declaration
B. Pre recruitment correspondence
C. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
D. Copy of Employment Contract with subsequent annual increment letters
E. Copy of Confirmation Letter
F. Copies of Certificates of Faculty Development Program
G. Copies of Certificates of Conference Participation, Scholarly Work/ Publications
H. Performance Evaluation Records
I. Appreciation, Awards & Achievements
J. Warning letters or any other letter issued to the Faculty Member
K. Leave & Air Ticket Records
L. Grievance Records
M. Medical Insurance Records of self and family
N. Passport and Visa Related Documents
O. Miscellaneous Documents

VI. RELOCATION & ON JOINING SUPPORT

A. RECEIVING THE NEW JOINEE AT THE AIRPORT:

At SUC we support the new joinee settle down and the first step towards the same is to provide shuttle service between airport and place of accommodation / university at the time of entering UAE. Our PRO or any university support staff is there at the airport to pick up the new joinee when they enter UAE at the time of joining. It is a gesture to welcome the new joinee and ensure smooth start to new career at SUC.

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B. INTITIAL ACCOMMODATION

SUC provides free accommodation for a month of employment in furnished Hostel/Hotel Accommodation for the Faculty Member recruited from outside of UAE. If the Visa process is delayed then the SUC will take the responsibility till the visa is secured after which the rental have to be borne by the concerned Faculty Member.

The accommodation facility is available for newly hired Faculty relocating from outside the UAE and who enter the country under the SUC's sponsorship. It does not apply to faculty/ employee hired within the UAE or who are requesting a transfer of sponsorship.

C. EMPLOYEE SALARY LOANS

SUC provides financial support in the form of salary loan at the time of joining for miscellaneous expenses such as residence & the purchase of personal household items to Faculty recruited from outside of the UAE.

D. OFFICE & SUPPLIES ALLOCATION

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

E. SUC ID & BUSINESS CARDS

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

F. OTHER SUPPORT AND GUIDANCE

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

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VII. NEW EMPLOYMENT ORIENTATION

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

The main focus of the SUC orientation process is to:

A. Enable new Faculty Member to settle down as soon as possible in the multicultural work environment.
B. Enable to build relationships and rapport with colleagues.
C. Understand the scope of academic responsibilities of the position.
D. Get acquainted with the functioning of SUC in a holistic manner.

The Orientation for **Adjunct Faculty Members** (Part Time & Semester) is done every commencement of the semester for them to be acquainted with their roles and responsibilities.

Procedure

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

1. A new Faculty Member shall report to the Human Resource Department on the first day of work to complete all the documentary formalities.
2. The Head HR carries out Orientation on Policy & Procedure and various benefits extended to the Faculty Members like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances.
3. The new Member will be introduced to all the Members of SUC.
4. The Faculty Member is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
5. The new Faculty Member is trained to access the portal and may seek clarification from HR or Dean, if any doubts still exist.
6. HRD will introduce various functional Departments of SUC to the new Faculty Member and orients them on services provided by various academic support services Department. Faculty member will be issued a job description along with Course list to identify the courses faculty can teach

After the Orientation, new Faculty members will have an informal meeting with the Chair of the Executive Council to understand management outlook and expectation towards the new faculty members. The new Faculty Member, Dean, Chair/Head-Academic Planning & Operation Committee, Head-Quality Assurance,

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HASS/Registrar and Head HR will sign the Orientation Checklist within one month of commencement to acknowledge that all the important information has been conveyed to the new Faculty Member. A copy will be placed in the new Faculty Member's personnel file, which will be kept and maintained in the Human Resources Department. The HR Department continuously observes the newly inducted Employee during the probation period and assist them to smoothly settle down to the work environment of the institution.

In this regard formal and informal feedbacks are taken twice during the probation period and provide feedback to employee to help them settle down.

For existing Faculty a rerun of all policies in every new academic year is done to ensure updation on any new policy changes or to clarify any doubts in the existing one for smooth functioning of processes.

VIII. FACULTY ROLES - RESPONSIBLITIES, GRIEVANCE AND DISCIPLINARY POLICIES AND PROCEDURE

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 entitled exercise their freedom in their classroom in discussing their subject, but should be careful not to introduce in their teaching inappropriate matters which are insensitive to the social cultural code of UAE.

Also they need to fulfill their responsibility towards organization too by following a proper grievance and disciplinary process set forth by SUC.

O. RESPONSIBILITIES TOWARDS STUDENTS

- To encourage students' free and fair pursuit of learning
- To strive for the best scholarly standards of the discipline
- To demonstrate respect for the student as an individual
- To play the role of effective guide and advisor
- To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflect their true merit

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- To respect students' privacy
- Faculty Members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
- Faculty Members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
- Faculty Members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
- 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.
- Faculty Members must maintain respect for the student's role as a learner.
- Faculty Members must evaluate students on the merit of their academic performance.
- Faculty Members must be available at reasonable intervals to students for consultation on course work.
- Faculty Members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.
- Faculty Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & SUC community.
- 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.
- Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

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P. RESPONSIBILITIES TOWARDS SUC

i. PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, all 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. A 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. The Faculty member agrees to obey promptly all directions and lawful orders given by the Dean or his nominee.

5. 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 Dean 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.

6. 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.

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7. 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.

8. 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.

9. To maintain regular communication with the Group Leader, HOA and Dean of SUC.

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

11. The 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.

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

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

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

15. 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 Dean from time to time.

ii. NON DISCRIMINATORY APPROACH

No Faculty Member or employee of SUC shall discriminate against any person because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group, gender, and position in any of its programs, activities, contracts, in human resources & administrative practices or any other action it undertakes. The SUC is obligated to maintain those practices, processes and circumstances that afford equal opportunity to all individuals. Highest level of professional conduct is expected from Faculty Members, which involves respect for all the Faculty Members irrespective of their position.

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iii. ETHICS

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 conduct of behavior and activities in the best interest of the profession and SUC.

1. Academic Ethics and Responsibilities

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:

2. Faculty Member's ethical obligations and responsibilities to their Profession:

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.

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:

- Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
- Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
- Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.

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

- 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.

- 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.

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

- 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.

3. 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.

- 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.

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iv. 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.

1. 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.

2. General Harassment

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.

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

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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.

v. INTELLECTUAL PROPERTY

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

- 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 for
- The SUC believes that all published works of its community should be available to interested scholars.
- 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.
- The Faculty Members/ Students also reserve the right to use the created material for their career advancement.
- 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.
- 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.
- Any arrangement relating to copyright matters involving sponsored project must be referred to the AAC. 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.
- 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,

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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.

Q. FACULTY OUTSIDE ACTIVITIES:

1. ON DUTY EXEMPTION FROM SUC

Faculty Members may take on duty exemption from the SUC campus with written authorization from HOA & HASS. These exemptions may be taken for meeting officials with prior appointments from the industry, consultancy work, training programs, research work, projects and official work from home. These exemptions may be granted on evidence being produced prior to the leave as well as submit the report. In case of non-approval from APOC the same is not acceptable and is subject to disciplinary action as per policy.

Proposal for any such consultancy should be approved by the Research Committee and must have signed "Memorandum of Understanding" between the Organization and SUC/Individual Faculty Member.

2. OUTSIDE EMPLOYMENT

Full-time Faculty Members are not allowed to be employed/teach in any other institution. Outside employment is considered as Breach of Contract.

3. MANAGEMENT DEVELOPMENT PROGRAM

SUC encourages and promotes its faculty members to organize MDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the MDP may select MDP programs developed by the faculty wherein the Resource person for these programs can be Faculty members of SUC as well as external trainers and experts from Industry. To ensure professional outlook is accorded to these programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input is encouraged. Refer to Management Development Programs section under "employee Benefits" for further details.

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R. GRIEVANCE POLICIES AND PROCEDURES

The Grievance Procedure provides guidelines for Faculty Members 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 Faculty Members 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.

1. Applicability

The Grievance Redressal Procedure shall not apply to the Executive Council Members. All other Faculty Members may seek redressal through this process.

2. Grievance Policy

A Grievance is a formal complaint made by a Member of the Faculty 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:

Violation of academic freedom as defined in this manual

- Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion

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- Violation or misapplication of SUC contractual provision, practice, procedure, regulation or rule
- Violation of accepted standards of behavior in the workplace of the SUC as stated in this manual.

3. Procedure of Grievance Redressal

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

- Informal attempts at reconciliation by the adversarial parties
- File formal "Notice of Grievance"
- Formation of a Grievance Committee
- Mandate of a Grievance Committee
- The Grievance Hearing
- The findings of the Grievance Committee
- The final decision of the COEC
- Communication of decision to the parties

a. Informal Attempts at Conflict Resolution

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

b. Notice of Grievance

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

c. Formation of a Grievance Committee

The Dean in consultation with Head HR shall appoint a Grievance Committee of three (3) Members from a pool of eligible Faculty Members who are not party to the grievance. The Dean and Head HR 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.

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

d. Mandate of a Grievance Committee

The responsibility of the 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:

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

In case the Faculty Member's continued presence would hamper or prejudice the investigation, the Faculty Member 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 Member of Faculty.

e. The Grievance Hearing

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

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

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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.

f. 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 Dean 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.

g. The Final Decision of the COEC

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

The COEC 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.

S. DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. The SUC believes that the majority of Faculty Members 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

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identifying the nature of indiscipline and the correction factors ranges from a verbal warning to separation.

The disciplinary procedure is initiated by the HR by forming an adhoc disciplinary committee consisting of Dean, 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.

4. 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, a Faculty Member 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 Dean'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.

g. **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 Faculty Member. Categories include but are not limited to:

i. Failure to produce a sufficient quantity of work,
ii. Failure to produce work of acceptable quality,
iii. Failure to produce accurate work,
iv. Failure to produce work on time,
v. Poor manner of work performance,
vi. 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.

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h. 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 Faculty Member 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:

i. Violence or other aggressive or disruptive behaviors,
ii. Illegal activities,
iii. Willful violations of Federal/State law or regulations or SUC policies
iv. Insubordination,
v. Misuse of SUC property,
vi. Refusal or failure to carry out reasonable instructions
vii. Smoking in non-designated areas
viii. Distribution of unauthorized pamphlets or literature
ix. Breach of any of the SUC regulations
x. Engaging in any other professional activity outside the SUC without the prior written consent of the Dean
xi. Gambling in the premises
xii. Failure to maintain/obtain credentials or the falsification of credentials, or
xiii. Professional misconduct.

i. Gross Misconduct

Gross Misconduct occurs when a Faculty Member's actions

(or inaction):

i. 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
ii. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
iii. Theft of SUC property
iv. Criminal offence
v. Creating negative influence on others
vi. Instigating other staff members against policy
vii. Indecent conduct

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viii. Taking any other paid employment or remunerative activity
ix. Reporting for duty whilst under the influence of alcohol or drugs
x. Acts of incitement
xi. Harassment or actual acts of discrimination
xii. Breach of duty regarding confidential information
xiii. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
xiv. Taking gifts or favors from the employees to tilt the decision in their favor.
xv. Failure to declare an interest which may be contrary to the best interests of the SUC.
xvi. Disrespecting colleagues, senior management or staff.
xvii. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

5. Corrective Measure

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

ix. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the Faculty Member'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.

x. 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.

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xi. **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 Faculty Member. When the final written warning is issued the Faculty Member is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

xii. 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.

6. Authority to Take Disciplinary Action

- The responsibility to deal and initiate disciplinary action including written warning would be with the Dean in coordination with HR, HOA and HASS.

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- The responsibility to deal with final written warning would lie with the COEC who will do so in conjunction with DEAN, HOA, HR and HASS.
- The responsibility to deal with dismissal cases would be with the COEC.

Disciplinary Action Committee: Disciplinary Action committee will comprise of HOA, Research committee, services committee and teaching effectiveness committee who will be update the HR Department in case of any disciplinary issue so that the HR department can take action accordingly.

IX. PROBATION PERIOD

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

Procedure for Evaluation of Probation

A. Interim Students Feedback in 3rd or 4th week
B. Final student's feedback as per the IE Calendar
C. Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
D. Review of Research Committee in terms of Research Plan.
E. Review of Services Committee in terms of Services plan for coming Academic year.
F. Dean recommendation report (Based on above mentioned feedbacks)
G. HRD forwards the recommendation to the COEC for approval/ rejection.
H. Based on approval/ rejection by the COEC HR calls a meeting for the Dean and probationer and issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Terms & Conditions during Probation Period

A. All Faculty Members are hired on probation for the first six months of their employment.
B. During the Probation period the newly hired Faculty Member will be entitled to all paid Government Holidays, and Health Insurance.
C. During the probation period the passport of newly hired Faculty member will be retained by SUC, which will be released soon after the confirmation. However the passport may be retained by the SUC in case of any bank letter being issued to the faculty member or in case the faculty has taken any loan from SUC.
D. The Faculty Member must complete the Probation period successfully to be eligible for the SUC Benefit

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E. No paid Leave / Annual Leave can be granted during Probation period. Leave can be taken in case of emergency during Probation only after due approval from the Dean which extends the probation days by the total number of leave days availed.

F. Confirmation of probationer is based on the Dean's and AAC recommendation which in turn is based on various feedbacks.

G. On confirmation, the Faculty Member is eligible for all benefits and additional perks from the date of appointment.

H. In some cases confirmation is on conditional basis where Faculty Member is given for a maximum of additional one semester after the Probation period. This is to facilitate further counseling for improving overall performance and adherence to the SUC Requirements. Please note no benefits will be applicable to the faculty member in case there is a conditional confirmation/ extension of probation. In case of the probationer failing to successfully complete the probation period to the satisfaction of the Management, in all respects, a letter of rejection is issued terminating the contract.

X. COMPENSATION & BENEFITS

A. SALARY COMPENSATION

A competitive compensation package is offered to attract well qualified and trained manpower to manage academic activities and to raise the Academic standards as envisaged in the Vision & Mission of the SUC. The compensation package includes following components:

Salary Component:

f. Basic Salary
g. Social Allowance
h. Communication and Transportation Allowance
i. Administrative Allowance (If applicable)
j. Benefits (Details are available in benefit section)

Benefit Component:

e. Accommodation Allowance.
f. Furniture Allowance
g. Medical insurance for the employee and his/her full family.
h. Air ticket for the employee and his/her family

SUC strives to reward employees at every level based on their evaluation by FES and major contributions to the organization. The purpose of SUC's salary compensation system is to maintain:

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- Internal pay equity and bring consistency within and across the Members of SUC
- Consistency in application of salary grade system
- High degree of employee morale, motivation and performance through competitive salaries.

B. COMPENSATION STRUCTURE

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:

- Job analysis based on Feedback from FES
- Current Industry Inputs
- Government/ Ministry inputs
- Academic standing/ Experience of Faculty Members

The compensation structure at SUC is a well-defined system having salary grade/rank. Each grade has a specified minimum and maximum basic salary, social and accommodation allowances along with increment ranges. The salary structure is determined based on internal and external inputs, budgets and adjusted on an annual basis depending on economic scenario. In addition to above there are additional allowance & facilities which are extended to Faculty Members as per their contract.

C. DISBURSEMENT OF SALARIES

All salaries for Full Time Faculty Members are transferred to their bank accounts normally by 25th of each month. For New Faculty Members the cash salary is paid by 01st of the following month. For Semester /Part Time Faculty Members the salary is disburse on or before the 7 working days of the following month, depending on the verification of attendance from Administration & approval from Dean.

Final Payment for Semester & Part Time 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.

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D. PERKS & BENEFITS

21. ADDITIONAL CREDIT HOURS

Faculty members may be allocated additional teaching credits apart from the normal teaching load as mentioned in the Faculty teaching load.

The normal teaching load of a full-time faculty member with a terminal degree at the Assistant/associate/full professor rank in the SUC is 9 credit hours at the MBA level. Any overload is compensated as per the policy given below:

ADDITIONAL CREDIT REMUNERATION (WEEKDAYS)
ADDITIONAL CREDIT – FACULTY REMUNERATION
TOTAL HOURS : 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching hours & 1 hour Administrative Duties)
CLASS TIMINGS: Sunday to Thursday
Morning: 0900 hrs. to 1230 hrs.
Evening: 1900 hrs. to 2200 hrs.
PAYMENT/COURSE: AED 9,500.00 (MBA)

Policy Outline:

i. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
ii. Additional Credit Contract will be applicable with the commencement of classes.
iii. Course includes the examination invigilation duty as well.
iv. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
v. Faculty Member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.
vi. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.

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vii. If the faculty member leaves organization during ongoing semester before completion of the additional course no compensation will be paid for the additional credit hrs.

ADDITIONAL CREDIT REMUNERATION (WEEKEND)
ADDITIONAL CREDIT – FACULTY REMUNERATION
TOTAL HOURS : 45 sessions based on the allocated Faculty Schedule, Invigilation Schedule & Administrative Duties (3 teaching & 1 Administrative Duties)
CLASS TIMINGS: Friday and Saturday
Morning: 0900 hrs to 1830 hrs
PAYMENT/COURSE: AED 12,500.00 (MBA)

Policy Outline:

i. Additional Credit Contract of teaching will be given by HR on approval from Program coordinator and Dean.
ii. Additional Credit Contract will be applicable with the commencement of classes.
iii. Course includes the examination invigilation duty as well.
iv. Faculty teaching extra credit must be available one hour in addition to the teaching hours to facilitate administrative and student counseling responsibilities.
v. Faculty Member Payment for Fall & Spring will be at the end of the Semester while for Summer Semester, the payment will be made on 01st Week of September.
vi. Payment for the course will be done only after final clearance and submission of course file and academic responsibilities associated with the course within one month of course completion and result declaration, failure to which will lead to forfeiting payment.
vii. If the faculty member leaves organization during ongoing semester before completion of the additional course no compensation will be paid for the additional credit hrs.

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22. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to Faculty members staying within the Emirate of Sharjah for initial year i.e., for 1 year from Faculty member's date of joining. Faculty members are picked and dropped from common pickup points to SUC in both the shifts. Faculty member's willing to avail the service of transportation should fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package. Reimbursement of any kind of transportation is not allowed unless it is pre-approve by HRD.

23. MEDICAL INSURANCE

SUC provides Full Time Faculty members and their eligible dependents with medical insurance coverage. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an academic year. Medical Insurance is also applicable for Visiting Faculty Members (International). AAC members have a benefit of premium insurance coverage.

24. INITIAL AIR TICKET ALLOWANCE

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

Policy Outline:

i. Reimbursements for the Air Ticket is processed when reciepts of payments and ticket stubs are provided to the HRD within 48 hours of joining the organisation.
ii. Reimbursement will be made up to the amount which SUC would have paid for the air ticket from the point of origin.
iii. Initial Air Ticket Reimbursement needs to be refunded back to the company by employee in case the employee terminates the contract within one year of the first contract.

25. ANNUAL AIRLINE TICKET ALLOWANCE:

Faculty Members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country.

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General Rule & Regulation for Faculty Air Tickets:

Faculty Members are entitled to annual leave airline tickets for themselves and eligible dependents from UAE to first port of entry in home country.

Policy outline:

i. Faculty members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC.
ii. In case a Faculty member joins the Organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months tenure with SUC while if Faculty members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.
iii. Spouse and dependent children residing in UAE with a valid visa will be eligible. Faculty members and their families must provide documentary evidence of spouse and dependent children residing in UAE for more than six (6) months.
iv. Faculty members and their families shall be eligible to economy class air ticket only.
v. Faculty members will be given the air ticket rates for his/her sector during the month of October.
vi. The Faculty members will book the tickets as per their own convenience and submit the air ticket & invoice to HR department once the travel is finished.
vii. The destination of travel for Faculty will be considered as per the address in passport. In case a Faculty member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount whichever is lesser amount shall be reimbursed.
viii. The annual air tickets for family and self cannot be accumulated for subsequent use in later years. Encashment of ticket amount is not permitted.
ix. If both husband and wife are working in SUC, the air ticket facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.
x. For Air Ticket reimbursement submissions before 15th of the month will be paid in the same month and submissions post the cutoff date will be reimbursed in the succeeding month. The annual cut off date to apply for reimbursement is by 15th of September in every academic year. The benefit can not be carry forwarded and will forfiet if not claimed till the annual cutoff date and no exceptions will be granted.

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

26. ACCOMODATION ALLOWANCE

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

The accommodation will be paid to faculty members as per the below mentioned details:

Lecturer	**AED 24,000**
Assistant Professor	**AED 27,000**
Associate Professor	**AED 30,000**
Professor	**AED 33,000**

i. SUC Faculty members are paid an annual housing allowance in two equal installments.
ii. Accommodation Allowance is paid only to Faculty members having the tenancy contract on their own name, and are required to submit a copy of valid tenancy contract to HRD. Employees staying on sharing basis will not be eligible for this benefit. Faculty members are advised to submitt tenancy contract with HR department, if they want to avail the accomodation allowance.
iii. In case the faculty member is promoted to the next level, Accommodation allowance will be calculated pro-rata as per the eligibility of Accommodation allowance in the respective category.
iv. At the time of payment faculty member need to submit valid tenancy contract to HRD.
v. Accomodation Allowance will be paid basis the above table or the actual amount whichever is lower.
vi. If both husband and wife are working in SUC, the accommodation allowance facility will be available to one of them in an academic year i.e. benefit is given to the employee on whose name the tenancy contract is.

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27. FURNITURE ALLOWANCE

Furniture Allowance is extended to enable a Faculty member for settling down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of four years for existing employees and for five years for faculties joining post A.Y. 15-16, depending on the Faculty grade mentioned in the table below. Subsequently the 2nd payment will be paid in the 5th year.

DESIGNATIONS	AMOUNT
LECTURER	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000
DEAN	15,000

Policy outline:

i. After the second payment, the Furniture allowance will be due in every 5th years
ii. Furniture Allowance is paid only to Faculty members having their own accommodation (proof of valid tenancy contract required to be submitted to HRD), employees staying in sharing basis will not be eligible for this benefit
iii. In case the faculty member is promoted to the next level, the allowance will be calculated as per the eligibility of furniture allowance in the respective category.
iv. Faculty Member is eligible for furniture allowance only after confirmation of his probation. If the confirmation of the Faculty member is on conditional basis, the furniture allowance will not be applicable.
v. If both husband and wife are working in SUC, the Furniture Allowance will be available i.e. furniture allowance is paid only to Faculty member having the tenancy contract on their own name.

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28. FACULTY CONFERENCE & RESEARCH FUND

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. 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.

Skyline University offers an academic & financial support to Faculty members to initiate a research preferably an applied and good quality in all relevant areas of Business Management, Computer, Social Sciences, Tourism and Language domains. Faculty members are encouraged to conduct good research in their own areas of broad specialization. This participation is subject to recommendation and approvals as per the process.

Table # 1 (Policy for Faculty members' Research Activities)

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
Lecturer	Conference	Paper	Conference	Paper	
Assistant Professor	Paper	Conference	Paper	Conference	Conference & Paper
Associate Professor	Paper	Conference	Paper	Conference	Conference & Paper
Professor	Conference	Paper	Conference	Paper	Conference & Paper

Table # 2 (Policy for Faculty members' professional development activities)

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
ONE GOOD CASE STUDY IN FIVE YEARS					
Lecturer	Case Study Development (Related to any region preferably on UAE, GCC or MENA)				
Assistant Professor					
Associate Professor	Case Study Development (Related to any region preferably on UAE, GCC or MENA)				
Professor					

Refer to "Research & Publication Handbook" for further details.

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29. MANAGEMENT DEVELOPMENT PROGRAMS / CONSULTANCY WORK

SUC encourages and promotes its faculty members to organize MDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the MDP may select MDP programs developed by the faculty wherein the Resource person for these programs can be Faculty members of SUC as well as external trainers and experts from Industry. To ensure professional outlook is accorded to these programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input is encouraged.

Refer to "MDP Policy Handbook" for further details.

XI. Financial Policies

A. SALARY LOAN (DURING THE TENURE WITH SUC)

All Faculty Members under SUC sponsorship are eligible for one salary as loan in alternative years and are subjected to following terms & conditions

i. Salary loan will be process only after the completion of 1 year services in SUC.
ii. The amount given as loan will be deducted @15% from the succeeding month onwards
iii. If the Faculty Members has availed settling down loan or salary loan, next request for the loan can be forwarded only after 24 months from the date of last application.
iv. Faculty Members who has collected salary undertaking letter for the purpose of availing loan or for other financial benefits will no longer have the right to apply/ request for further loans or advances. Otherwise they should produce a clearance letter from the concern financial institution which clearly mentions that the entire liability against the captioned loan which the Faculty has taken is duly paid.
v. Faculty Members is required to submit their original passport to HRD before the loan is sanctioned.

B. FACULTY LOAN AGAINST GRATUITY POLICY

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

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Criteria for availing Gratuity Loan:

7. Purchase of land / house/ flats in the home country
8. Emergency medical treatment
9. Children's higher education
10. Children's migration
11. Fixed deposits
12. Marriage of Children

Procedure for availing the Loan Against Gratuity are as follows:

i. Faculty Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
ii. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.
iii. Faculty Members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.
iv. Loan Approval will be at the sole discretion of the management.
v. The Faculty Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.
vi. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.
vii. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.
viii. During the repayment period no salary certificate or any kind of letter will be issued addressing any bank or financial institution.
ix. The Faculty Members will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.
x. In case the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the remaining amount shall be adjusted with end of term benefits and balance will be paid to the Faculty Members.
xi. Faculty Members availing gratuity loan will be liable to deposit the passport in custody of SUC for the period of repayment. Once the repayment is done Finance Department will issue a clearance letter to HRD for the release of passport.
xii. Faculty Members under observation for misconduct or involved in any kind of grievance procedure will not be eligible for Gratuity loan until the conclusion of proceedings.
xiii. Faculty Members will have to nominate a nominee who is from the immediate family members (spouse, children) while taking the Loan Against Gratuity. The nominee will be eligible to receive only the difference amount if the loan

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against gratuity is not repaid in full at the time of final settlement of the employee in case of any emegency contingency.

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

XII. ORGANIZATIONAL POLICY

A. WORKING HOURS

STANDARD WORK HOURS

1. FULL TIME FACULTY – BBA

The SUC observes 40 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given below:-

SHIFT	IN (AM)	OUT (PM)	IN (PM)	OUT (PM)
SPLIT	9:00	1:30	06:30	10:00
STRAIGHT	9:00 (AM)		05:00 (PM)	
STRAIGHT	02:00 (PM)		10:00 (PM)	

Policy Outline:

- It is mandatory for all Faculty Members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
- Faculty Member willing to alter work timings are required to do it after due approval from HOA.
- Faculty members need to adhere to official work timings and report to work on time. Late coming or early leaving by half an hour or more will result in disciplinary action, non-adherence on more than 3 occasions in a month will result in half day deduction from annual leaves or Leave Without Pay in case annual leaves are exhausted.
- The Faculty Members teaching extra credits are required to dedicate 3 hours for teaching and 1 hour for administrative duties.
- The Adjunct Faculty Members are required work based on the class Schedule forwarded by the Administration and from the schedule mentioned on their contract. The Adjunct Faculty Members have to complete all task (Administrative / Invigilation duties) allocated to them during a particular semester.
- The Adjunct Faculty Members are required to do the punching in and out of the Biometric System. Failure in adhering the same will result in deduction in their Salary unless information and approval has been obtained from HRD.

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- For all official meetings outside the SUC, HR should be intimated at least 24 hours in advance. Last minute intimation to HR/HOA will not be entertained. Faculty is also required to submit report of the proceeding of meeting to HOA and HR.
- In case of Administrative Duties, Faculty members are required to complete 48 hours of working hours per week. An extra administrative allowance will be paid to the concerned Faculty members.

B. LEAVE POLICY

3. LEAVE ELIGIBLITY

The following is a broad outline of the leave system.

TYPES	LEAVES
o. Annual Leave	40 days within the Academic year
p. Sick Leave	45 days continuous or interrupted in 1 year
q. Maternity leave	45 days
r. Academic Leave	7 days
s. Compassionate Leave	3 days
t. Birthday/Anniversary	Half day
u. Religious Leave	Half day

Policy Outline: Employee is eligible to avail all the above leaves only after confirmation.

i. Earned Annual Leave

Faculty Members are entitled for annual leave of 40 days in an Academic Year.

The Faculty Members 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 based on the University Calendar within one Academic year. 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 HOA 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

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plans require prior approval from Management. Entitled leave should be availed in total, if not, the balance shall be forfeited.

In case a Faculty Member avails short leave during the semesters it will be deducted from annual leave and should have prior approval (24 hrs.) before taking any short leave. If the leave 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.

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

Faculty members should plan their annual leave so as not to upset the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management.

In case of separation, Faculty shall be entitled to earned leave only in case of having completed one Academic Year.

ii. Sick Leave

In case of sick leave Faculty Members 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.

Faculty Member 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 Faculty member takes 5 or more days of sick leave in a semester the HR Department will take note of that and will be counseled accordingly.

Medical Certificate will only be entertained provided that the same is issued by the accredited doctors of SUC otherwise if not, leave will be considered as annual leave. The approved list of doctors will be provided by HR Department.

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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.

Academic Leave

Faculty Members are entitled for seven days leaves in an Academic Year to undertake other appropriate related studies within the Faculty specialization and professional field. Permission to avail such leave must be obtained in advance from HR Department with prior approval by the HOA.

iv. Compassionate Leave

Faculty Members may be granted leave of absence with pay normally not exceeding three days, in case of death of an immediate Family Member (defined as spouse, parent, sister, brother, son, daughter, mother-in-law, father-in-law).

v. Birthday / Anniversary Leave

An Employee on the day of his / her 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 HR and should be submitted to HR before 15th Sept.

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

vi. Religious Leave

Faculty Members 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 HR before 30th September in case of confirmed employees and after confirmation for new employees.

vii. Unauthorized Absence

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

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i. Absence of 7 continuous days without information from the SUC will lead to Summary termination.

j. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of Dean. 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.

k. Faculty members travelling out of country without intimation to the SUC will be treated as unauthorized leave

l. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave.

viii. 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.

Public Holidays 2016			**Public Holidays 2017**		
Date	**Day**	**Holiday**	**Date**	**Day**	**Holiday**
10-Sep	Sat	Arafat (Haj) Day *	1-Jan	Sun	New Year's Day
11-Sep	Sun	Eid Al Adha / Feast of Sacrifice *	24-Apr	Mon	The Prophet's Ascension
12-Sep	Mon	Eid Al Adha / Feast of Sacrifice *	25-Jun	Sun	Eid Al Fitr *
2-Oct	Sun	Islamic New Year *	26-Jun	Mon	Eid Al Fitr *
30-Nov	Wed	Martyr's Day	27-Jun	Tue	Eid Al Fitr *
2-Dec	Fri	National Day	31-Aug	Thu	Arafat (Haj) Day *
11-Dec	Sun	The Prophet Muhammad's Birthday *	1-Sep	Fri	Eid Al Adha / Feast of Sacrifice *
			2-Sep	Sat	Eid Al Adha / Feast of Sacrifice *
			21-Sep	Thu	Islamic New Year *
			30-Nov	Thu	Martyr's Day
			30-Nov	Thu	The Prophet Muhammad's Birthday *
			2-Dec	Sat	National Day

** Subject to changes.*

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Faculty Members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications. Faculty Members are also entitled to official holidays declared by the SUC and communications issued by the HRD.

Faculty Members 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. Faculty Members resuming duty after outstation travel must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

Faculty 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.

Note: As per UAE law it is mandatory to deduct the government notified National/Religious holidays from the leave periods.

Policy Outline:

The Faculty Member is responsible for the following:

a. It is imperative on the part of Faculty Members to arrange substitution of duties during any kind of leave of absence in consultation with the Head Administration.
b. To initiate leave applications and follow the leave approval procedure of SUC. Any short leaves taken by the Faculty member should immediately apply after resuming of duty. Failing to do so, the leaves will be automatically deducted from his / her annual leaves.
c. To return from leave on the due date
d. Faculty Members intending to avail of any leave should apply to the Dean at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
e. To inform through email or in person to HRD when he/she resumes duty
f. Faculty Member must fulfill all the application procedures before proceeding for any kind of leave
g. All Leaves should be approved personally by HOA or HASS before filling up any form.
h. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HR will not be considered and deductions will be made as per policy.
i. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from HOA.
j. For Part time Adjunct Faculty Members, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Semester Contract Faculty members who

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wish to avail leave have to take prior approval from Dean & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.

If there is any delay, it has to be notified to the Human Resource Department at least 48 hours prior to the due date. Failing to join after completion of annual leave leads to cessation of payment against salary with immediate effect if incase Faculty is not providing any valid reason.

XIII. GOAL SETTING, EVALUATION, GRADING SCALE AND PROMOTION

Faculty Goal setting exercise is done at the start of the academic year and is reviewed by the EC committee members. Goal setting process is reviewed in Fall semester-quarter 1 and annual review is done in summer semester. Goal setting process is very crucial and is the base for evaluation process.

*Note: Refer to **Faculty Evaluation System Manual-BBA** for further details.*

The Faculty Evaluation System (FES) is the tool that evaluates the overall performance of Faculty Members at SUC. The purpose of this tool is to establish grounds to measure the performance of Faculty Members annually as per the FES framework. The tool serves as the basis of reference for performance evaluation of Faculty Members through a systematic method of collection, collation, interpretation, analysis and dissemination of data followed by an effective decision making exercise in a given Academic year. Please refer **Faculty Evaluation System Manual-MBA** for further details.

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

SUC Faculty promotion policy is based on the vacancies created at each level due to retirement/resignation/expansion. The promotions are generally subject to scrutiny by the FSC on the basis of eligible Faculty applying for the promotion.

The number of promotional opportunities at various levels is proposed to FIC (Faculty Information Committee). On receiving approval from the COEC the FSC initiates internal search for the right candidate within SUC before releasing the vacancies open to the external sources. A Faculty member can be promoted before completion of eligibility period of 5 years provided he/she has shown outstanding performance and should meet the Goal achievement requirement to the satisfaction of FES committee continuously for Three years.

Preference is given to fill the vacancy/vacancies through eligible Faculty Member within SUC. Upon not finding the right candidate within the SUC then the vacancy/vacancies is/are filled through external sources.

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All Faculty Promotion will be initiated along with FES and promotions will be effective from the time of increments in October.

PROMOTION GUIDELINES

CRITERIA FOR PROMOTION

DESIGNATION	NO. OF YEARS OF SERVICE [PREVIOUS RANK]	QUALITY ASSURANCE [FES AVERAGE RATING DURING THE PREVIOUS RANK]	RESEARCH PUBLICATION+CONFERENCE PRESENTATION [REFERRED PUBLICATIONS + REPUTED CONFERENCE]	SERVICES ACTIVITIES [FES AVERAGE RATING DURING THE PREVIOUS RANK]
ASSOCIATE PROFESSOR TO PROFESSOR	5	≥80%	3 + 2	≥80%
ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR	5	≥80%	3 + 2	≥80%
LECTURER TO ASSISTANT PROFESSOR	3	≥80%	1+1	≥80%
Faculty Members Holding Administrative Responsibilities	3 Years of relevant administrative experience	≥80%	(Preferably 1+1) Not Mandatory	≥80%

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PROCESS:-

1. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed 5 years. The promotion review board is convened during FES evaluation.

2. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.

3. Submit all credentials
   i. Scholarly Work as per Policy for the period under consideration.
   ii. Teaching effectiveness documents including Feedback.
   iii. Contribution to SUC as well as community.
   iv. Any New Courses developed.
   v. FES rating as per the Criteria.
   vi. Promotion Details of previous organization.

4. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.

5. Promotion Review Board will review the applications and shortlist the eligible candidates and Recommends the shortlisted candidates to HRD for further processing of the evaluation process.

6. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.

7. The presentation should focus on their 5 years contribution to teaching, Research and services and any extra ordinary activities performed by the candidate during the tenure with SUC. The presentation should also contain his/her achievements in previous organizations in terms of promotion etc.

8. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.

9. If the candidate is unable to make the presentation to Board on the schedule date due to some unforeseen circumstances (accident, Death in the family or severe illness), the candidate must appeal for the postponement of the date by submitting the supporting relevant documents. HRD will reschedule the same with consultation of Promotion Board.

10. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.

%age of Marks:-

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

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

12. HRD updates all the records accordingly and maintains the promotion files for references.

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

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

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

- The concerned faculty member needs to defend his claim for promotions by showing exceptional track record with previous organizations which includes
  - Previous promotions
  - Exceptional Achievements

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- The Faculty members need to present his Goal for next 2 years to the promotion board.
- For any other exceptions, Dean is required to make recommendation to COEC.
- COEC discretion will be final for approving of the promotion.

XIV. TRAINING AND DEVELOPMENT, FACULTY AWARD & APPRECIATION

Faculty Training & Development

Faculty 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.

The DEAN, Head of Academics 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. HR Department send forms soliciting nominations for various training programs.

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.

SUC adopts an appreciation policy to motivate the Faculty Members to encourage them to contribute their best to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Faculty through **Letter of Appreciation and monetary reward.**

Full Time Faculty

The Awards to the Faculty Members are given in below categories based on annual FES:

Sr. No.	Award	Monetary Reward
1	Overall Excellence in Academics	AED 7500
2	Excellence in Teaching Effectiveness	AED 5000
3	Excellence in Research	AED 5000
4	Excellence in Services	AED 5000

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

e. The Faculty to be eligible for the awards must have achieved at least 70% in each of the components of FES.
f. The FES Committee which includes all committee chairs along with DEAN will decide the Faculty award not totally based on the FES quantitative values instead qualitative aspects of contributions are also considered

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Adjunct Faculty

The Award to the Adjunct Faculty Members is given based on overall performance and student feedback of the Adjunct Faculty in an Academic Year.

1. Best Adjunct Faculty Member

XV. SEPARATION

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

A. Resignation

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

Policy outline:

1. In case of resignation organization has right to decide on the last working day of faculty considering the academic calendar and full and final settlement and benefits will be paid till the last working day.

2. All the pending benefits forfeit as soon as Faculty Member resigns from services.

3. If the Faculty Member resigns before the completion of first contract period then the initial air passage amount reimbursed to them at the time of arrival to UAE will be deducted from full & final settlement.

4. Faculty Member resigning from the services is not eligible for any pending tickets.

5. Faculty Members discontinuing their services with the university, has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.

6. In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the

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remaining amount shall be adjusted with end of term benefits and balance will be paid to the Faculty Members.

7. Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.

8. On seperation faculty will be paid for dissertation, addditional credit, summer payment guidance as allocated and fulfilled by them.

9. Gratuity will be paid as per UAE Labor Law.

10. Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by COEC.

B. Dismissal

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

1. Commits any gross or repeated breach of his/her obligations.
2. Is engaged on probation and is dismissed during the probationary period or on its expiry.
3. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
4. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
5. If he/she fails to perform his/her basic duties and continues to do so despite written warning to him/her by the Dean or his nominee.
6. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
7. Is convicted of offence involving honor, honesty or public morals and order.
8. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
9. Is discovered to have made or given false statement or document to SUC.
10. Is found under the influence of alcohol or drugs during working hours.
11. Is found to have defamed the SUC or the Management.
12. Is found to be working against policy and procedure of SUC.

Assurances

The SUC policies and procedures on Faculty dismissal ensure:

1. The rights of the individuals are protected under these policies and procedures.
2. Dismissal shall not violate the rights of the individual under applicable UAE laws.

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3. The threat of dismissal will not be used to restrain Faculty Members in exercising their academic freedom.
4. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
5. The principal of natural justice and due process will be adopted to give fair chance to the Faculty Member to defend wherever applicable.

Justifications

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

1. **Adequate Cause**

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

2. **Procedure for Dismissal for Adequate Cause**

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

   For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Faculty Member in his/her

   Professional capacity as an instructor or researcher, personal misconduct, the Faculty Member can be suspended with immediate effect by the COEC on recommendation of Dean. The Dean in consultation with Head HR will constitute an adhoc disciplinary committee to establish the facts of the case. The adhoc disciplinary committee shall offer the Faculty Member the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to Dean and Dean will forward his recommendation to COEC for approval. If the facts support the original charge, the Faculty will be dismissed by COEC.

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

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Discontinuance of Academic Programs

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

1. **Procedure for Dismissal due to Discontinuance of an Academic Program**

Before recommending discontinuing an academic program the Dean shall deliberate with EC committee and on the basis of their recommendations and educational considerations present the closure of the Academic Program to the Directors.

The decision to discontinue an academic program can be made by the Board of Governors only. Termination of Faculty Member appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of Governors by Dean. The discontinuance requires affirmative vote of the Board of Governors.

i. **Financial Exigencies**

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

a. **Declaration**

The declaration of an exigency requires that the dismissal of the Faculty Member is likely, even if such dismissals are not imminent. When the Dean of the SUC believes a bonafide financial exigency exists, he/she shall promptly advise the Board of Governors and seek advice of the Academic Committee. The Dean will provide advice and consultation to the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

ii. **Retrenchment**

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Dean & EC is mandatory.

A retrenchment plan must be developed by the Dean and forwarded to COEC for approval. If acceptable, COEC will present it In front of the Board of Governors. Termination of Faculty Member's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with COEC.

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The Board of Governors may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However reconsideration to reemploy some of the employees terminated due to financial exigency as per the discretion of COEC is possible.

iii. Payment of Salaries and Benefits in case of Separation from Employment

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

If a Faculty Member's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Faculty Member's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa.

iv. Faculty Handover and Clearances

In case a Faculty Member is separated from employment, the Faculty members should prepare and forward his Handover Checklist confirmed by the HOA and Head HR and approval of Dean. Along with the faculty handover, the Faculty Member needs to get clearance from the respective Department and fill the Exit Interview Form and forwarded to HR for the processing of his Full and Final Settlement. Faculty member needs to handover SUC ID, Insurance card, Car stickers and all the assets issued by SUC before taking clearances.

The Academic Advising Council has an authority to recommend the dismissal of the faculty on the ground mentioned above

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IX. HUMAN RESOURCE POLICIES – ACADEMICS DBA

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i. FACULTY SEARCH & APPOINTMENTS

To have an effective recruitment policy and procedure, the Faculty Search Committee (FSC) is in place comprising of Dean, Head of Academics (HOA), Head Quality Assurance (HQA), Head Academic Support Services (HASS), Head HR(HHR) and a subject expert. The Faculty Search Committee (FSC) engages in identifying suitable candidates for Faculty positions from varied sources. Faculty Search Committee (FSC) initiates the process of Faculty recruitment based on the vacancy arising due to resignation, termination, retirement, promotion, increase in seats allocation / enrollments and/or additional Faculty requirements due to the launching of new program/s. Administration Department in coordination with HR and Dean plans for Faculty resources requirement for the Academic Year and identify and recruit suitable candidate for the Academic position.

FULL TIME FACULTY – DBA GUIDELINES FOR FACULTY SEARCH & APPOINTMENTS

The Full Time vs Part Time faculty ratio and student faculty ratio is given in the following tables. The course work classes is assigned to Full Time and Part time faculty at Associate Professor level and above as per the work load policy. Dissertation supervision is assigned to full time faculty members at associate professor level and above as per the dissertation supervision work load.

Table – Full Time Vs Part Time Ratio

	Faculty Composition - Course work	Faculty Composition Dissertation Supervision
Full Time	75%	100%
Part Time	25%	NA

Category	Number of Students per faculty	Remarks
Course work	20	
Dissertation	4-Equivalent to 3 credits	At any given point of time a faculty can supervise maximum 4 students

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DBA RECRUITMENT ELIGIBILITY CRITERIA

a. DBA FACULTY RECRUITMENT ELIGIBILITY CRITERIA

As per Policy, Faculty members teaching in DBA Program should hold the rank of Associate Professor and above with teaching experience as given in the below mentioned table. To continue teaching at DBA level, required research and scholarly activities shall have to be maintained as per the below table

- **An exception can be made for candidates who have made exceptional contribution to academics. The selection panel must recommend for this exemption based on evidences of exceptional performance.**
- **Candidates are required to provide three references which include two references from the previous organization in which one reference should be from previous head.**

Grade / Level	Academic Experience	Research and Publication	Post PhD Experience	**Preferred Experience**
Professor	**15 years**	**15 (Research active in last 5 years)**	**7 years in Associate Professor**	1. PhD Thesis Supervision 2. Journal Editorial Experience 3. Article Reviewing Experience 4. Work experience in Research Project
Associate Professor	10 years	10 (**Research active in last 5 years)**	5 years in Assistant Professor	
Visiting Faculty	Will be recruited as per the section ---- of the faculty handbook.			

- **Candidates are required to provide medical fitness certificate at the time of selection**
- **Candidates are required to provide experience certificate from the previous organization along with proof of scholarly works**

HR initiates the process of Faculty search by following the process mentioned below:

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PROCESS FLOW

Step–1: APOC (Academic Planning & Operation Committee) and HR Department reviews the requirement of Full time Faculty / Visiting / Adjunct Faculty requirement based on Faculty Load / Faculty Ratio and feeds the information to Faculty Search Committee (FSC).

Step–2: APOC (Academic Planning & Operation Committee) finalizes the requirement and takes necessary approval from the Dean. 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.

Step–3: The HRD scrutinizes the resumes and HHR conducts preliminary interview and shortlists the potential candidates.

Step–4: The shortlisted candidates for Academic position will be invited to appear for an interview through face to face or Skype with the AAC Chairs (Academic Affairs Council) which includes Teaching, Service and Research Chair panel and the subject expert. The finalized candidate by AAC is recommended to the Chair of Executive Council (COEC) for appointment.

Step–5: 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 Chair of the Executive Council for approval and signature.

Step–6: The selected Faculty is given a six months probationary appointment during which the performance is evaluated by Faculty Feedback Review Committee (FFRC) constituting Dean, Chair of Teaching Effectiveness, Chair of Services and Chair of Research and a subject expert.

Step–7: Chair-Teaching Effectiveness Committee forwards the probationary performance status report of the newly appointed Faculty Member based on the evaluation of FFRC report and his own evaluation, based on formal and informal inputs received, to the Dean for final consideration.

Step-9: Based on the Dean's and Chair-Teaching Effectiveness Committee report about the probationer, HRD issues letter of confirmation signed by the COEC.

Step-10: In case of Adjunct / Visiting Faculty upon positive review their profiles are placed under active considerations and are considered whenever opportunity arises.

FACULTY TITLES & TEACHING LOADS

SUC aims to bring together a team of highly dedicated Faculty Members who are capable of contributing to the educational needs of the SUC and of society at large.

In addition to fulfilling the general criteria, Faculty Members described in the following sections and must meet specific requirements for each title in order to be appointed or promoted to that title. Statements of these qualifications are as follows:

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Full Time Faculty – DBA

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. **PROGRAM COORDINATOR** – The position of Program Coordinator is attained by appointment/selection from Associate Professor or above after a positive evaluation of performance and promise during the review period. An appointee to this rank must hold a doctorate. The candidate must have at least fifteen years of full time teaching experience along with administrative experience in University/Institution or must have worked with SUC with similar experience. The candidate must demonstrate a significant track record and substantial contribution to the scholarship in his/her field demonstrated by evidence of at least three refereed publication and two reputed conference presentations. This position requires the individual to handle all responsibilities pertaining to academic and related administrative operations of the SUC. Refer table below for details:

Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications in A & B Category + Conference)
Academic Coordinator	15	3+2

b. **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 ten years. The candidate must demonstrate a significant track record and substantial contribution to the scholarly activity 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 of services rendered to Academic Institution and society.

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Designation	Total number of Teaching and administrative/industry experience	Research Publication + Conference Presentation (Refereed Publications A & B Category + Conference)
Professor	15	4+3

c. **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 Publication + Conference Presentation (Refereed Publications A & B Category + Conference)
Associate Professor	10	3+2

Note*: 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.*

OTHER CATEGORIES:-

3. ADJUNCT FACULTY (ONLY FOR COURSE WORK)

i. **PART TIME CONTRACT FACULTY:** A Part Time Faculty is appointed on hourly basis. Part Time Faculty Members will be remunerated on per lecture basis and can be engaged for up to a maximum of 6 credits per semester.

ii. **SEMESTER WORK**

Note: *Adjunct Faculty Members are encouraged to contribute to conduct research as well as services to community and SUC. However, their appraisal shall be based only on teaching effectiveness component of the FES.*

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FACULTY TEACHING LOAD

Allocation of teaching load is assigned by Academic Planning & operation Committee (APOC) considering student's number, contact hours, preparation required and other factors and the implementation is carried out by Administration Department. The particulars of same are as follows:

i. Full Time Faculty – DBA

Designation	Total work load	Teaching Load/ week – Course work	Dissertation Supervision	Remaining hrs. in a week	
				Academic Activities	Administrative Activities
Professor	9 Credits	6-9 credits	Maximum 3 Credits (4 students)	Research work for conference and publication	other services (Community & SUC) & Administrative activities
Associate Professor	9 Credits	6-9 credits	Maximum 3 Credits (4 students)	Research work for conference and publication	other services (Community & SUC) & administrative activities

ii. Adjunct Faculty - DBA

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

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B. Terms of Contract

Appointed Faculty Members are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Faculty Handbook. Included in these standards are the expectations of the appointed Faculty to provide SUC with full and accurate information about their credentials, including official transcripts of certificates, experience and other academic and professional details. It also provides the guidelines of expected performance and contributions in effectively executing teaching responsibilities and other duties assigned by SUC from time to time, including scholarly research, and services to SUC and community.

4. **Format of Contract :**The contract of appointment for the respective positions includes the following:

xix. Job title of appointment
xx. Grade
xxi. Job Status
xxii. Assignment Location
xxiii. Salary structure (Basic, Social Allowance, Accommodation Allowance, Total Salary)
*Administrative Allowance in case the faculty has any administrative responsibilities too.
xxiv. Duration of Contract
xxv. Probation
xxvi. Benefits - Accommodation Allowance, Furniture Allowance, Annual Air Ticket, Medical Insurance, Summer Remuneration, Participation & Conferences.
xxvii. Working Hours
xxviii. Gratuity
xxix. Repatriation
xxx. Medical & Sick Leave
xxxi. Annual Leave
xxxii. Unauthorized Absence from Work
xxxiii. Notice & Termination
xxxiv. Probation period
xxxv. Declaration
xxxvi. Responsibilities and obligation

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

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

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5. **Duration of Contracts:** Duration of initial contract is based on academic requirement and renewal/discontinuation is based on the periodical academic performance evaluation of each Faculty Member in the main areas of teaching, scholarly research and services to SUC & community, recommendations of EC Members to the COEC. Decisions regarding possible renewal / non-renewal of the initial contracts are sent to Faculty Members at least six months before the end of the existing contract. Once the letter is signed by the Faculty member, a renewed contract will be issued.

6. **Renewal and Non-Renewal of the Contract:** The process of renewing term-contract is initiated six months before the maturity of contract. Decision is based on the organizational requirement as per the faculty ratio, FES performance evaluation for the existing contract period, the FES Committee recommends the COEC either to renew or reject the Faculty Member's contract. Contract Renewal also depends upon certain parameters outlined in the separation policy. COEC reviews the personal file & based on FES Committee recommendation decides to extend or discontinue the contract for the next term. After the decision HR informs the Faculty Member about the status of renewal/ non-renewal of the contract for the next term at least six months before the maturity of the current contract.

   Renewal /Non-Renewal of contract is based on the hiring requirement in SUC. The requirements are evaluated basis required ratios in the university. Contract renewal decision will be evaluated basis the University requirement and accordingly the contract will be renewed or not renewed/ terminated.

   After the faculty signs a contract renewal letter it is taken as a confirmation for contract renewal. If a faculty member decides to deviate from the commitment by not renewing the contract SUC will be well within its rights initiate legal proceedings against such Faculty.

   SUC policy supersedes all the prior agreements, contracts, and statements, written or oral correspondence.

XVI. VISA APPLICATION & OTHER REQUIRED PROCEDURES

SUC grants employment visa to Full Time and International Visiting Faculty Members. An employment visa is processed after an agreement of employment is reached between a prospective Faculty Member and SUC, an appointment letter is issued and an employment contract is signed between the Faculty Member and SUC. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates generally for a period of 3 years. (The HR Department can recommend visa renewals for limited period for 1 or 2 years if the contract period is closer to expiry). The visa is renewed for an additional period of two years on the expiry of the existing visa.

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G. NEW VISA

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

ix. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a period of 3 years. The visa is renewed every 3 years till both parties agree for the employment.

x. Human Resource Department will retain the Faculty Member's passport in safe custody once the employment visa is stamped during the Faculty Members' probation period and will be released once confirmed from his probation.

xi. Before filing visa Faculty needs to submit all original attested documents for verification and a pre medical check need to be submitted to SUC.

xii. The Faculty Member will be required to undergo and pass a medical examination undertaken by the UAE Health authorities before his/her residence visa can be renewed. The SUC PRO will assist the Faculty Member in the process. If the concerned faculty member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

xiii. In case the visa is processed and the faculty does not join SUC for any reason, they will have to bear the visa charges. Any document held at SUC will be dispatched once the required payment is cleared.

xiv. If the Faculty Member resigns within first year of initial visa with SUC faculty will have to refund the cost of visa.

Documents required for processing employment visa are:

- Photocopy of Faculty Member passport pages detailing personal details, date of issue and expiry. The passport must be valid for a minimum period of 8 months at the time of request for processing of employment visa.
- Attested Original and Copy of highest qualification earned in English or Arabic or a notarized copy of English translation if the certificate is in any other language.
- 12 colored passport size photograph of the Faculty Member.

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Procedure for applying Employment Visa

- PRO will get an approval for the employee from Immigration or relevant alternative authorities. If the employee is to be employed before the employee enters UAE for employment purposes.
- Once the labor approval, the immigration will issue Entry Permit Visa (otherwise called the pink visa) to an employee to get into UAE.
- After an employee enter into UAE on entry permit, the PRO will apply for a medical insurance card.
- Once insurance card is ready, Employee will go to a government hospital or medical clinic for a health check. The medical check is a blood test and chest X-ray for HIV (AIDS), Hepatitis B, Hepatitis C, Tuberculosis (TB), Leprosy, and Syphilis. If results come back positive for any of those conditions, the person is deported with immediate effect. Therefore employee should pass the visa medical examination from the authorized Medical Fitness Services Center before stamping the visa
- PRO will then go to the Emirates ID service points after fill in the e-form at any typing center along with original valid passport and valid visa.
- PRO should make an application for a residence visa (employment visa) to the immigration authorities.
- PRO of the company should go back to the DNRD with all the necessary supporting documents to stamp the visa on employee passport.
- All these requirements will be satisfied within 45 days of the employee's entry into UAE on the entry permit visa.

H. MEDICAL REPORT

d. After joining SUC Faculty Member should submit original visa and original passport to HRD.

e. SUC will arrange for Health Insurance card of individual Faculty Member and coordinate its attestation with ministry of health, which will be sponsored by self.

f. Faculty Member has to undergo a medical examination with Ministry of Health, which will be coordinated by PRO.

h. For the eligible family Members, the Faculty Member has to process the Health Card and medical certificate on his own.

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Documents required for medical test:

- Passport copy
- Photograph as per requirement
- Applicable Fee

I. RESIDENCE VISA FOR FAMILY

h. Attested Marriage Certificate
i. No objection letter from the sponsor
j. Forms to be filled and signed by sponsor
k. Relevant skilled certificates/ Degree (Attested)
l. Copy of Passport of family
m. Copy of passport/ Residency permit of sponsor
n. Tenancy Contract

Note: *Faculty Member themselves have to process the above and bear the expense for family visa. However guidance can be taken from PRO.*

J. FOR FACULTY MEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTION/ORGANIZATIONS

vi. The prospective Faculty Member is required to provide a NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry Of Interior, General Directorate for Naturalization & Residence.
vii. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
viii. Faculty Member will be required to fill in personal details form which contains information related to processing of residence visa.
ix. The SUC will then file for Faculty Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
x. The SUC Human Resource Department will retain the Faculty Member's passport in safe custody till the time faculty is confirmed.

K. RENEWAL OR NON RENEWAL OF THE VISA

The visa for Faculty Member is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates and is generally for a period of 3 years. The visa is renewed if the Faculty Member continues to be in the services of the SUC at the time of renewal.

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

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All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa. If the concerned faculty member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

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

L. BANK ACCOUNT

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

Documents required:

- Duly filled and signed bank application form
- Passport with visa copy
- Salary Certificate

FACULTY PERSONAL FILE

FACULTY PERSONAL FILE

SUC maintains a personal file on each Faculty Member based on the information provided by the Faculty. 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 faculty member 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:

1. Employee Information Form

2. Pre recruitment correspondence

3. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.

4. Copy of Employment Contract with subsequent annual increment letters

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5. Copy of Confirmation Letter

6. Copies of Certificates of Faculty Development Program

7. Copies of Certificates of Conference Participation, Scholarly Work/ Publications

8. Performance Evaluation Records

9. Appreciation, Awards & Achievements

10. Warning letters or any other letter issued to the Faculty Member

11. Leave & Air Ticket Records

12. Grievance Records

13. Medical Insurance Records of self and family

14. Passport and Visa Related Documents

15. Miscellaneous Documents

16. Workload Policy

XVII. RELOCATION & ON JOINING SUPPORT

G. RECEIVING THE NEW JOINEE AT THE AIRPORT:

At SUC we support the new joinee settle down and the first step towards the same is to provide shuttle service between airport and place of accommodation / university at the time of entering UAE. Our PRO or any university support staff is there at the airport to pick up the new joinee when they enter UAE at the time of joining. It is a gesture to welcome the new joinee and ensure smooth start to new career at SUC.

H. INTITIAL ACCOMMODATION

SUC provides free accommodation for a month of employment in furnished Hostel/Hotel Accommodation for the Faculty Member recruited from outside of UAE. If the Visa process is delayed then the SUC will take the responsibility till the visa is secured after which the rental have to be borne by the concerned Faculty Member.

The accommodation facility is available for newly hired Faculty relocating from outside the UAE and who enter the country under the SUC's sponsorship. It does not apply to faculty/ employee hired within the UAE or who are requesting a transfer of sponsorship.

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I. EMPLOYEE SALARY LOANS

SUC provides financial support in the form of salary loan at the time of joining for miscellaneous expenses such as residence & the purchase of personal household items to Faculty recruited from outside of the UAE.

J. OFFICE & SUPPLIES ALLOCATION

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

K. SUC ID & BUSINESS CARDS

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

L. OTHER SUPPORT AND GUIDANCE

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

XVIII. NEW EMPLOYMENT ORIENTATION

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

The main focus of the SUC orientation process is to:

- **E.** Enable new Faculty Member to settle down as soon as possible in the multicultural work environment.
- **F.** Enable to build relationships and rapport with colleagues.
- **G.** Understand the scope of academic responsibilities of the position.
- **H.** Get acquainted with the functioning of SUC in a holistic manner.

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The Orientation for **Adjunct Faculty Members** (Part Time & Semester) is done every commencement of the semester for them to be acquainted with their roles and responsibilities.

Procedure

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

7. A new Faculty Member shall report to the Human Resource Department on the first day of work to complete all the documentary formalities.
8. The Head HR carries out Orientation on Policy & Procedure and various benefits extended to the Faculty Members like Leave, Health Insurance, Air Ticket, Summer Payment, and other allowances.
9. The new Member will be introduced to all the Members of SUC.
10. The Faculty Member is allocated SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
11. The new Faculty Member is trained to access the portal and may seek clarification from HR or Dean, if any doubts still exist.
12. HRD will introduce various functional Departments of SUC to the new Faculty Member and orients them on services provided by various academic support services Department. Faculty member will be issued a job description along with Course list to identify the courses faculty can teach

After the Orientation, new Faculty members will have an informal meeting with the Chair of the Executive Council to understand management outlook and expectation towards the new faculty members. The new Faculty Member, Dean, Chair/Head-Academic Planning & Operation Committee, Head-Quality Assurance, HASS/Registrar and Head HR will sign the Orientation Checklist within one month of commencement to acknowledge that all the important information has been conveyed to the new Faculty Member. A copy will be placed in the new Faculty Member's personnel file, which will be kept and maintained in the Human Resources Department. The HR Department continuously observes the newly inducted Employee during the probation period and assist them to smoothly settle down to the work environment of the institution.

In this regard formal and informal feedbacks are taken twice during the probation period and provide feedback to employee to help them settle down.

For existing Faculty a rerun of all policies in every new academic year is done to ensure updation on any new policy changes or to clarify any doubts in the existing one for smooth functioning of processes.

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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 entitled exercise their freedom in their classroom in discussing their subject, but should be careful not to introduce in their teaching inappropriate matters which are insensitive to the social cultural code of UAE.

T. RESPONSIBILITIES TOWARDS STUDENTS

- To encourage students' free and fair pursuit of learning
- To strive for the best scholarly standards of the discipline
- To demonstrate respect for the student as an individual
- To play the role of effective guide and advisor
- To make every reasonable effort to foster honest academic conduct and assure that the evaluation of students reflect their true merit
- To respect students' privacy
- Faculty Members must foster scholarly values in students, including academic honesty, the free spirit of learning and exercise of academic freedom.
- Faculty Members must act professionally in the classroom and in other academic relationships with the student, industry, academic institutions and other stake holders.
- Faculty Members must exercise critical self-discipline and judgment in using, extending and transmitting knowledge.
- 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.
- Faculty Members must maintain respect for the student's role as a learner.

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- Faculty Members must evaluate students on the merit of their academic performance.
- Faculty Members must be available at reasonable intervals to students for consultation on course work.
- Faculty Members must recognize and duly acknowledge the substantive contribution of the students to their scholarship and research.
- Faculty Members must not engage in any exploitation, harassment or prohibited discriminatory treatment of any Members of students & SUC community.
- 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.
- Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

U. RESPONSIBILITIES TOWARDS SUC

xi. PROFESSIONAL CONDUCT

To ensure professional work environment at SUC, all 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 and Faculty Handbook. A 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.

31. 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.

32. Faculty Members must acknowledge the academic contributions of others, strive to be objective in their professional judgment of

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colleagues and accept their responsibilities for contributing towards the governance of the institution.

33. 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.

34. The Faculty member agrees to obey promptly all directions and lawful orders given by the Dean or his nominee.

35. 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 Dean 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.

36. 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.

37. 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 supervise ~~advising/mentoring services to~~ the allocated students. In addition to the allocated teaching hours faculty is required to carry all other administrative task allocated.

38. 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.

39. To maintain regular communication with the Group Leader, HOA and Dean of SUC.

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

41. The 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.

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

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

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

45. 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 Dean from time to time.

xii. **NON DISCRIMINATORY APPROACH**

No Faculty Member or employee of SUC shall discriminate against any person because of race, color, religion, nationality, age, non-disqualifying handicapped conditions, ethnic group, gender, and position in any of its programs, activities, contracts, in human resources & administrative practices or any other action it undertakes. The SUC is obligated to maintain those practices, processes and circumstances that afford equal opportunity to all individuals. Highest level of professional conduct is expected from Faculty Members, which involves respect for all the Faculty Members irrespective of their position.

xiii. ETHICS

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 conduct of behavior and activities in the best interest of the profession and SUC.

1. Academic Ethics and Responsibilities

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:

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2. **Faculty Member's ethical obligations and responsibilities to their Profession:**

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.

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:

- Faculty Members must make every reasonable effort to foster honest academic conduct as elucidated in the SUC regulations on academic conduct.
- Faculty Members must use scholarly rigor and integrity in obtaining, recording and analyzing data, as well as in reporting and publishing results.
- Faculty Members must obtain permission for use of unpublished material and use digital and archival material in according to the rules of the source.
- Faculty Members must use funds designated for research purposes in prescribed manner.
- 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.
- 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.
- Faculty Members must recognize that their primary responsibilities are to the SUC when they determine the amount (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.
- 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,

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publications or participation in professional organizations and meetings.

3. **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.
- 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.

Roles and Responsibilities of DBA Faculty Supervisor

- To ensure that students are familiar with the policy and procedures of DBA.
- To ensure that students are aware of the current developments in both specific and wider areas of research.
- To give guidance about formulation of research proposal and dissertation.
- To give guidance about literature and sources, about appropriate methodologies and about the problem of plagiarism.
- To encourage students to question critically the existing literature, the assumptions of the thesis and the results they obtain.
- To provide constructive criticism about the students research work and thesis
- To support students to write and publish scholarly research article
- To submit semester wise progress reports to the Doctoral Progress Committee
- To ensure the student adheres to all institutional deadlines including thesis submission

- **DISSERTATION SUPERVISOR POLICY**

  Dissertation will be carried out under the supervision of the Faculty Supervisor appointed depending on the area of specialization in which the student is pursuing the degree. In interdisciplinary courses, co-supervisors will be appointed to enable the student, complete the DBA program having multidisciplinary Scope and objectives. Change of dissertation supervisor will be acceptable only in cases where the supervisor is incapable of executing the assigned role due to resignation, illness or personal grounds.

vi. 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.

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1. **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.

2. **General Harassment**

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.

When any employee believes that he/she has been subjected to prohibited harassment or has questions concerning the policy, he/she must notify the Human Resources Department Head 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

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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.

vii. INTELLECTUAL PROPERTY

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

- 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 for
- The SUC believes that all published works of its community should be available to interested scholars.
- 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.
- The Faculty Members/ Students also reserve the right to use the created material for their career advancement.
- 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.
- 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.
- Any arrangement relating to copyright matters involving sponsored project must be referred to the AAC. 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.
- 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.

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- 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.

V. FACULTY OUTSIDE ACTIVITIES:

4. ON DUTY EXEMPTION FROM SUC

Faculty Members may take on duty exemption from the SUC campus with written authorization from HOA & HASS. These exemptions may be taken for meeting officials with prior appointments from the industry, consultancy work, training programs, research work, projects and official work from home. These exemptions may be granted on evidence being produced prior to the leave as well as submit the report. In case of non-approval from APOC the same is not acceptable and is subject to disciplinary action as per policy.

Proposal for any such consultancy should be approved by the Research Committee and must have signed "Memorandum of Understanding" between the Organization and SUC/Individual Faculty Member.

5. OUTSIDE EMPLOYMENT

Full-time Faculty Members are not allowed to be employed/teach in any other institution. Outside employment is considered as Breach of Contract.

6. MANAGEMENT DEVELOPMENT PROGRAM

SUC encourages and promotes its faculty members to organize MDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the MDP may select MDP programs developed by the faculty wherein the Resource person for these programs can be Faculty members of SUC as well as external trainers and experts from Industry. To ensure professional outlook is accorded to these programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input is encouraged. Refer to Management Development Programs section under "employee Benefits" for further details.

W. GRIEVANCE POLICIES AND PROCEDURES

The Grievance Procedure provides guidelines for Faculty Members to lodge a formal grievance/complaint against an injury caused in the due process of

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administrative operations, policy matters or individual(s) action to seek remedy within the SUC.

The Grievance Procedure provides guidelines for Faculty Members 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.

4. Applicability

The Grievance Redressal Procedure shall not apply to the Executive Council Members. All other Faculty Members may seek redressal through this process.

5. Grievance Policy

A Grievance is a formal complaint made by a Member of the Faculty 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:

Violation of academic freedom as defined in this manual

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

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6. Procedure of Grievance Redressal

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

- Informal attempts at reconciliation by the adversarial parties
- File formal "Notice of Grievance"
- Formation of a Grievance Committee
- Mandate of a Grievance Committee
- The Grievance Hearing
- The findings of the Grievance Committee
- The final decision of the COEC
- Communication of decision to the parties

h. 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.

i. Notice of Grievance

If informal approaches to resolve grievance fails, then Faculty Member 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.

j. Formation of a Grievance Committee

The Dean in consultation with Head HR shall appoint a Grievance Committee of three (3) Members from a pool of eligible Faculty Members who are not party to the grievance. The Dean and Head HR 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.

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k. 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:

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

In case the Faculty Member's continued presence would hamper or prejudice the investigation, the Faculty Member 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 Member of Faculty.

l. The Grievance Hearing

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

- Elect a chair
- Establish procedures necessary for a fair and orderly meeting
- Forward a copy of the "Grievance Redressal Form" to all parties against whom the grievance is filed
- 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.

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m. 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 Dean 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.

n. The Final Decision of the COEC

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

The COEC 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.

X. DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. The SUC believes that the majority of Faculty Members 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 HR by forming an adhoc disciplinary committee consisting of Dean, and one more Member is co-opted based on the

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nature of the issue. The procedure for any disciplinary action is as given under corrective measure.

7. Categories

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

d. Dereliction of responsibilities

e. Indiscipline or Misconduct

f. Gross misconduct

When one of the mentioned categories is found, a Faculty Member 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 Dean'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.

j. 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 Faculty Member. Categories include but are not limited to:

vii. Failure to produce a sufficient quantity of work,
viii. Failure to produce work of acceptable quality,
ix. Failure to produce accurate work,
x. Failure to produce work on time,
xi. Poor manner of work performance,
xii. 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.

k. 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 Faculty Member 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

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person for whom (or property for which) the SUC has responsibility. These include but are not limited to:

xiv. Violence or other aggressive or disruptive behaviors,
xv. Illegal activities,
xvi. Willful violations of Federal/State law or regulations or SUC policies
xvii. Insubordination,
xviii. Misuse of SUC property,
xix. Refusal or failure to carry out reasonable instructions
xx. Smoking in non-designated areas
xxi. Distribution of unauthorized pamphlets or literature
xxii. Breach of any of the SUC regulations
xxiii. Engaging in any other professional activity outside the SUC without the prior written consent of the Dean
xxiv. Gambling in the premises
xxv. Failure to maintain/obtain credentials or the falsification of credentials, or
xxvi. Professional misconduct.

l. Gross Misconduct

Gross Misconduct occurs when a Faculty Member's actions

(or inaction):

xviii. 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
xix. Result in loss of (or damage to) SUC property or funds that results in a serious impact on the SUC and/or work unit.
xx. Theft of SUC property
xxi. Criminal offence
xxii. Creating negative influence on others
xxiii. Instigating other staff members against policy
xxiv. Indecent conduct
xxv. Taking any other paid employment or remunerative activity
xxvi. Reporting for duty whilst under the influence of alcohol or drugs
xxvii. Acts of incitement
xxviii. Harassment or actual acts of discrimination
xxix. Breach of duty regarding confidential information

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xxx. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.

xxxi. Taking gifts or favors from the employees to tilt the decision in their favor.

xxxii. Failure to declare an interest which may be contrary to the best interests of the SUC.

xxxiii. Disrespecting colleagues, senior management or staff.

xxxiv. Faculty members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

8. Corrective Measure

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

xiii. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the Faculty Member'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.

xiv. 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.

xv. 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 Faculty Member. When

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the final written warning is issued the Faculty Member is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

xvi. 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.

9. Authority to Take Disciplinary Action

- The responsibility to deal and initiate disciplinary action including written warning would be with the Dean in coordination with HR, HOA and HASS.
- The responsibility to deal with final written warning would lie with the COEC who will do so in conjunction with DEAN, HOA, HR and HASS.
- The responsibility to deal with dismissal cases would be with the COEC.

Disciplinary Action Committee: Disciplinary Action committee will comprise of HOA, Research committee, services committee and teaching effectiveness

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committee who will be update the HR Department in case of any disciplinary issue so that the HR department can take action accordingly.

PROBATION PERIOD

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

Procedure for Evaluation of Probation

- **I.** Interim Students Feedback in 3rd or 4th week
- **J.** Final student's feedback as per the IE Calendar
- **K.** Review of Teaching Effectiveness Committee (Peer Review/ Course Material Development / Assessment Tools / Creativity etc.)
- **L.** Review of Research Committee in terms of Research Plan.
- **M.** Review of Services Committee in terms of Services plan for coming Academic year.
- **N.** Dean recommendation report (Based on above mentioned feedbacks)
- **O.** HRD forwards the recommendation to the COEC for approval/ rejection.
- **P.** Based on approval/ rejection by the COEC HR calls a meeting for the Dean and probationer and issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.

Terms & Conditions during Probation Period

- **I.** All Faculty Members are hired on probation for the first six months of their employment.
- **J.** During the Probation period the newly hired Faculty Member will be entitled to all paid Government Holidays, and Health Insurance.
- **K.** During the probation period the passport of newly hired Faculty member will be retained by SUC, which will be released soon after the confirmation. However the passport may be retained by the SUC in case of any bank letter being issued to the faculty member or in case the faculty has taken any loan from SUC.
- **L.** The Faculty Member must complete the Probation period successfully to be eligible for the SUC Benefit
- **M.** No paid Leave / Annual Leave can be granted during Probation period. Leave can be taken in case of emergency during Probation only after due approval from the Dean which extends the probation days by the total number of leave days availed.
- **N.** Confirmation of probationer is based on the Dean's and AAC recommendation which in turn is based on various feedbacks.

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O. On confirmation, the Faculty Member is eligible for all benefits and additional perks from the date of appointment.

P. In some cases confirmation is on conditional basis where Faculty Member is given for a maximum of additional one semester after the Probation period. This is to facilitate further counseling for improving overall performance and adherence to the SUC Requirements. Please note no benefits will be applicable to the faculty member in case there is a conditional confirmation/ extension of probation. In case of the probationer failing to successfully complete the probation period to the satisfaction of the Management, in all respects, a letter of rejection is issued terminating the contract.

COMPENSATION & BENEFITS

FACULTY SALARY COMPENSATION

A competitive compensation package is offered to attract well qualified and trained manpower to manage academic activities and to raise the Academic standards as envisaged in the Vision & Mission of the SUC. The compensation package includes following components:

Salary Component:

a. Basic Salary

b. Social Allowance

c. Communication and Transportation Allowance

d. Accommodation Allowance

e. Administrative Allowance (If applicable)

f. Benefits (Details are available in benefit section)

Benefit Component:

a. Accommodation Allowance.

b. Furniture Allowance

c. Medical insurance for the employee and his/her full family.

d. Air ticket for the employee and his/her family

SUC strives to reward employees at every level based on their evaluation by FES and major contributions to the organization. The purpose of SUC's salary compensation system is to maintain:

Internal pay equity and bring consistency within and across the Members of SUC

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Consistency in application of salary grade system

High degree of employee morale, motivation and performance through competitive salaries.

a. COMPENSATION STRUCTURE

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:

- Job analysis based on Feedback from FES
- Current Industry Inputs
- Government/ Ministry inputs
- Academic standing/ Experience of Faculty Members

The compensation structure at SUC is a well-defined system having salary h grade/rank. Each grade has a specified minimum and maximum basic amount, social and accommodation allowances along with increment ranges. The salary structure is determined based on internal and external inputs, budgets and adjusted on an annual basis depending on economic scenario. In addition to above there are additional allowance & facilities which are extended to Faculty Members as per their contract.

b. DISBURSEMENT OF SALARIES

All salaries for Full Time Faculty Members are transferred to their bank accounts normally by 25th of each month. For New Faculty Members the cash salary is paid by 01st of the following month. For Semester /Part Time Faculty Members the salary is disbursed on or before the 7 working days of the following month, depending on the verification of attendance from Administration & approval from HR & Dean.

Final Payment for Semester & Part Time Adjunct Faculty Members will only be given once course file is submitted and necessary clearances are obtained from respective concerned Departments.

ii. **OTHER COMPENSATION**

a. 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.

Note: Please refer to **Annexure 3.G** "Additional Credit Hours Policy" for further details.

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EMPLOYEE BENEFITS

i. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to Faculty members staying within the Emirate of Sharjah for initial year i.e., for 1 year from Faculty member's date of joining. Faculty members are picked and dropped from common pickup points to SUC in both the shifts. Faculty member's willing to avail the service of transportation should fill the "Transport Availing Form" with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package. Reimbursement of any kind of transportation is not allowed unless it is pre-approved by HRD.

Note: Please refer to Appendix A for "Transport Availing Form".

ii. MEDICAL INSURANCE

SUC provides Full Time Faculty members and their dependents with medical insurance coverage. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an academic year.

Medical Insurance is also applicable for Visiting Faculty Members (International).

iii. AIRLINE TICKET ALLOWANCE FOR EXPATRIATES

Faculty Members are entitled to Annual Air Ticket Allowance for themselves and eligible dependents from UAE to first port of entry in home country.

Note: Please refer to Annexure 3.I "General Rules and Regulations for Air Ticket Policy" for further details.

iv. **ACCOMDATION ALLOWANCE**

Accommodation allowance is paid to Employees of SUC as a compensation for housing expenses against the housing allowance which is a component of Pay Scales. The housing compensation allowance varies according to the grade of the Faculty member.

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Note: Please refer to **Annexure 3.H** "Accommodation Allowance" for further details.

v. FURNITURE ALLOWANCE

Furniture Allowance is extended to enable a Faculty member for settling down in UAE comfortably. Furniture Allowance is a onetime consolidated payment done initially for the period of four years for existing employees and for five years for faculties joining post A.Y. 15-16, depending on the Faculty grade mentioned in the table below. Subsequently the 2nd payment will be paid in the 5th year.

DESIGNATIONS	AMOUNT
LECTURER	7,500
ASSISTANT PROFESSOR	10,000
ASSOCIATE PROFESSOR	12,000
PROFESSOR	12,000
DEAN	15,000

Policy outline:

vi. After the second payment, the Furniture allowance will be due in every 5th years

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

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

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

x. If both husband and wife are working in SUC, the Furniture Allowance will be available i.e. furniture allowance is paid only to Faculty member having the tenancy contract on their own name.

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30. FACULTY CONFERENCE & RESEARCH FUND

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. 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.

Skyline University offers an academic & financial support to Faculty members to initiate a research preferably an applied and good quality in all relevant areas of Business Management, Computer, Social Sciences, Tourism and Language domains. Faculty members are encouraged to conduct good research in their own areas of broad specialization. This participation is subject to recommendation and approvals as per the process.
Table # 1 (Policy for Faculty members' Research Activities)

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
Lecturer	Conference	Paper	Conference	Paper	
Assistant Professor	Paper	Conference	Paper	Conference	Conference & Paper
Associate Professor	Paper	Conference	Paper	Conference	Conference & Paper
Professor	Conference	Paper	Conference	Paper	Conference & Paper

Table # 2 (Policy for Faculty members' professional development activities)

Position	Year#1 (14-15)	Year#2 (15-16)	Year#3 (16-17)	Year#4 (17-18)	Year#5 (18-19)
ONE GOOD CASE STUDY IN FIVE YEARS					
Lecturer	Case Study Development (Related to any region preferably on UAE, GCC or MENA)				
Assistant Professor					
Associate Professor	Case Study Development (Related to any region preferably on UAE, GCC or MENA)				
Professor					

Refer to "Research & Publication Handbook" for further details.

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31. MANAGEMENT DEVELOPMENT PROGRAMS / CONSULTANCY WORK

SUC encourages and promotes its faculty members to organize MDP programs for the general public, government organizations, semi government and private organizations in the region.

The organizing committee / team of the MDP may select MDP programs developed by the faculty wherein the Resource person for these programs can be Faculty members of SUC as well as external trainers and experts from Industry. To ensure professional outlook is accorded to these programs and quality of the programs delivered is maintained an appropriate mix of academics and industry input is encouraged.

Refer to "MDP Policy Handbook" for further details.

C. SALARY LOAN (DURING THE TENURE WITH SUC)

All Faculty Members under SUC sponsorship are eligible for one salary as loan in alternative years and are subjected to following terms & conditions

vi. Salary loan will be process only after the completion of 1 year services in SUC.
vii. The amount given as loan will be deducted @15% from the succeeding month onwards
viii. If the Faculty Members has availed settling down loan or salary loan, next request for the loan can be forwarded only after 24 months from the date of last application.
ix. Faculty Members who has collected salary undertaking letter for the purpose of availing loan or for other financial benefits will no longer have the right to apply/ request for further loans or advances. Otherwise they should produce a clearance letter from the concern financial institution which clearly mentions that the entire liability against the captioned loan which the Faculty has taken is duly paid.
x. Faculty Members is required to submit their original passport to HRD before the loan is sanctioned.

D. FACULTY LOAN AGAINST GRATUITY POLICY

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

Criteria for availing Gratuity Loan:

13. Purchase of land / house/ flats in the home country
14. Emergency medical treatment
15. Children's higher education
16. Children's migration
17. Fixed deposits

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18. Marriage of Children

Procedure for availing the Loan Against Gratuity are as follows:

xv. Faculty Members will be eligible for this loan after completion of 7 years of continuous services with SUC.

xvi. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.

xvii. Faculty Members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.

xviii. Loan Approval will be at the sole discretion of the management.

xix. The Faculty Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.

xx. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.

xxi. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.

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

xxiii. The Faculty Members will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.

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

xxv. Faculty Members availing gratuity loan will be liable to deposit the passport in custody of SUC for the period of repayment. Once the repayment is done Finance Department will issue a clearance letter to HRD for the release of passport.

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

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

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

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XIX. ORGANIZATIONAL POLICY

C. WORKING HOURS

STANDARD WORK HOURS

2. FULL TIME FACULTY – BBA

The SUC observes 40 hours' work schedule on a weekly basis (5 days in a week) wherein 8 hrs. per day may be worked out in different combinations as per given below:-

SHIFT	IN (AM)	OUT (PM)	IN (PM)	OUT (PM)
SPLIT	9:00	1:30	06:30	10:00
STRAIGHT	9:00 (AM)		05:00 (PM)	
STRAIGHT	02:00 (PM)		10:00 (PM)	

Policy Outline:

- It is mandatory for all Faculty Members to attend work regularly as per the specified time and are required to comply strictly and accurately with faculty shift schedule.
- Faculty Member willing to alter work timings are required to do it after due approval from HOA.
- Faculty members need to adhere to official work timings and report to work on time. Late coming or early leaving by half an hour or more will result in disciplinary action, non-adherence on more than 3 occasions in a month will result in half day deduction from annual leaves or Leave Without Pay in case annual leaves are exhausted.
- The Faculty Members teaching extra credits are required to dedicate 3 hours for teaching and 1 hour for administrative duties.
- The Adjunct Faculty Members are required work based on the class Schedule forwarded by the Administration and from the schedule mentioned on their contract. The Adjunct Faculty Members have to complete all task (Administrative / Invigilation duties) allocated to them during a particular semester.
- The Adjunct Faculty Members are required to do the punching in and out of the Biometric System. Failure in adhering the same will result in deduction in their Salary unless information and approval has been obtained from HRD.
- For all official meetings outside the SUC, HR should be intimated at least 24 hours in advance. Last minute intimation to HR/HOA will not be entertained. Faculty is also required to submit report of the proceeding of meeting to HOA and HR.
- In case of Administrative Duties, Faculty members are required to complete 48 hours of working hours per week. An extra administrative allowance will be paid to the concerned Faculty members.

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D. LEAVE POLICY

4. LEAVE ELIGIBLITY

The following is a broad outline of the leave system.

TYPES	LEAVES
v. Annual Leave	40 days within the Academic year
w. Sick Leave	45 days continuous or interrupted in 1 year
x. Maternity leave	45 days
y. Academic Leave	7 days
z. Compassionate Leave	3 days
aa. Birthday/Anniversary	Half day
bb. Religious Leave	Half day

Policy Outline: Employee is eligible to avail all the above leaves only after confirmation.

ix. Earned Annual Leave

Faculty Members are entitled for annual leave of 40 days in an Academic Year.

The Faculty Members 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 based on the University Calendar within one Academic year. 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 HOA 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.

In case a Faculty Member avails short leave during the semesters it will be deducted from annual leave and should have prior approval (24 hrs.) before taking any short leave. If the leave taken on Thursday and also on subsequent Sunday the

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weekends will be included in the leave making it a total of four days. Same is applicable for year-end annual leave.

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

Faculty members should plan their annual leave so as not to upset the normal operational work of SUC. The time period of the annual leave will be at the discretion of the Management.

In case of separation, Faculty shall be entitled to earned leave only in case of having completed one Academic Year.

x. Sick Leave

In case of sick leave Faculty Members 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.

Faculty Member 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 Faculty member takes 5 or more days of sick leave in a semester the HR Department will take note of that and will be counseled accordingly.

Medical Certificate will only be entertained provided that the same is issued by the accredited doctors of SUC otherwise if not, leave will be considered as annual leave. The approved list of doctors will be provided by HR Department.

xi. 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

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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.

Academic Leave

Faculty Members are entitled for seven days leaves in an Academic Year to undertake other appropriate related studies within the Faculty specialization and professional field. Permission to avail such leave must be obtained in advance from HR Department with prior approval by the HOA.

xii. Compassionate Leave

Faculty Members may be granted leave of absence with pay normally not exceeding three days, in case of death of an immediate Family Member (defined as spouse, parent, sister, brother, son, daughter, mother-in-law, father-in-law).

xiii. Birthday / Anniversary Leave

An Employee on the day of his / her 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 HR and should be submitted to HR before 15th Sept.

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

xiv. Religious Leave

Faculty Members 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 HR before 30th September in case of confirmed employees and after confirmation for new employees.

xv. Unauthorized Absence

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

m. Absence of 7 continuous days without information from the SUC will lead to Summary termination.

n. Occasional leave of absence due to exceptional, pressing circumstances must have the prior approval of Dean. The application for such leave should be filed within three days of resuming duties, failing which the absence shall be

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treated as unauthorized leave. This occasional leave shall be deducted from annual leave.

o. Faculty members travelling out of country without intimation to the SUC will be treated as unauthorized leave

p. Absence from SUC without intimation and prior approved leave will be considered as unauthorized leave and will be deducted from eligible annual leave.

xvi. 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.

Public Holidays 2016			**Public Holidays 2017**		
Date	**Day**	**Holiday**	**Date**	**Day**	**Holiday**
10-Sep	Sat	Arafat (Haj) Day *	1-Jan	Sun	New Year's Day
11-Sep	Sun	Eid Al Adha / Feast of Sacrifice *	24-Apr	Mon	The Prophet's Ascension
12-Sep	Mon	Eid Al Adha / Feast of Sacrifice *	25-Jun	Sun	Eid Al Fitr *
2-Oct	Sun	Islamic New Year *	26-Jun	Mon	Eid Al Fitr *
30-Nov	Wed	Martyr's Day	27-Jun	Tue	Eid Al Fitr *
2-Dec	Fri	National Day	31-Aug	Thu	Arafat (Haj) Day *
11-Dec	Sun	The Prophet Muhammad's Birthday *	1-Sep	Fri	Eid Al Adha / Feast of Sacrifice *
			2-Sep	Sat	Eid Al Adha / Feast of Sacrifice *
			21-Sep	Thu	Islamic New Year *
			30-Nov	Thu	Martyr's Day
			30-Nov	Thu	The Prophet Muhammad's Birthday *
			2-Dec	Sat	National Day

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** Subject to changes.*

Faculty Members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications. Faculty Members are also entitled to official holidays declared by the SUC and communications issued by the HRD.

Faculty Members 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. Faculty Members resuming duty after outstation travel must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

Faculty 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.

Note: As per UAE law it is mandatory to deduct the government notified National/Religious holidays from the leave periods.

Policy Outline:

The Faculty Member is responsible for the following:

k. It is imperative on the part of Faculty Members to arrange substitution of duties during any kind of leave of absence in consultation with the Head Administration.
l. To initiate leave applications and follow the leave approval procedure of SUC. Any short leaves taken by the Faculty member should immediately apply after resuming of duty. Failing to do so, the leaves will be automatically deducted from his / her annual leaves.
m. To return from leave on the due date
n. Faculty Members intending to avail of any leave should apply to the Dean at least 48 hours prior to such leave. This will facilitate to make alternative arrangements in time.
o. To inform through email or in person to HRD when he/she resumes duty
p. Faculty Member must fulfill all the application procedures before proceeding for any kind of leave
q. All Leaves should be approved personally by HOA or HASS before filling up any form.
r. Sick Leave intimation will be accepted prior to the office timing only. Last minute sick leave intimation to HR will not be considered and deductions will be made as per policy.
s. All the leave application must be in the duly filled leave form as per the calendar of leave issued along with approval from HOA.

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t. For Part time Adjunct Faculty Members, any leave taken will be deducted from their monthly salary payments as per individual's session rate mentioned in their contract while for Semester Contract Faculty members who wish to avail leave have to take prior approval from Dean & HRD and written intimation has to be given to HRD and there would be a deduction of pro-rata basis.

If there is any delay, it has to be notified to the Human Resource Department at least 48 hours prior to the due date. Failing to join after completion of annual leave leads to cessation of payment against salary with immediate effect if incase Faculty is not providing any valid reason.

XX. GOAL SETTING, EVALUATION, GRADING SCALE AND PROMOTION

Faculty Goal setting exercise is done at the start of the academic year and is reviewed by the EC committee members. Goal setting process is reviewed in Fall semester-quarter 1 and annual review is done in summer semester. Goal setting process is very crucial and is the base for evaluation process.

*Note: Refer to **Faculty Evaluation System Manual-BBA** for further details.*

The Faculty Evaluation System (FES) is the tool that evaluates the overall performance of Faculty Members at SUC. The purpose of this tool is to establish grounds to measure the performance of Faculty Members annually as per the FES framework. The tool serves as the basis of reference for performance evaluation of Faculty Members through a systematic method of collection, collation, interpretation, analysis and dissemination of data followed by an effective decision making exercise in a given Academic year. Please refer **Faculty Evaluation System Manual-MBA** for further details.

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

SUC Faculty promotion policy is based on the vacancies created at each level due to retirement/resignation/expansion. The promotions are generally subject to scrutiny by the FSC on the basis of eligible Faculty applying for the promotion.

The number of promotional opportunities at various levels is proposed to FIC (Faculty Information Committee). On receiving approval from the COEC the FSC initiates internal search for the right candidate within SUC before releasing the vacancies open to the external sources. A Faculty member can be promoted before completion of eligibility period of 5 years provided he/she has shown outstanding performance and should meet the Goal achievement requirement to the satisfaction of FES committee continuously for Three years.

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Preference is given to fill the vacancy/vacancies through eligible Faculty Member within SUC. Upon not finding the right candidate within the SUC then the vacancy/vacancies is/are filled through external sources.

All Faculty Promotion will be initiated along with FES and promotions will be effective from the time of increments in October.

PROMOTION GUIDELINES

CRITERIA FOR PROMOTION

DESIGNATION	NO. OF YEARS OF SERVICE [PREVIOUS RANK]	QUALITY ASSURANCE [FES AVERAGE RATING DURING THE PREVIOUS RANK]	RESEARCH PUBLICATION+CONFERENCE PRESENTATION [REFERRED PUBLICATIONS + REPUTED CONFERENCE]	SERVICES ACTIVITIES [FES AVERAGE RATING DURING THE PREVIOUS RANK]
ASSOCIATE PROFESSOR TO PROFESSOR	5	≥80%	3 + 2	≥80%
ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR	5	≥80%	3 + 2	≥80%
LECTURER TO ASSISTANT PROFESSOR	3	≥80%	1+1	≥80%
Faculty Members Holding Administrative Responsibilities	3 Years of relevant administrative experience	≥80%	(Preferably 1+1) Not Mandatory	≥80%

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PROCESS:-

13. Apply during the last year of the eligibility period so that on the day of the promotion review board meeting the candidate should have completed 5 years. The promotion review board is convened during FES evaluation.

14. Promotion Review Board consists of Academic Affairs Council who evaluates the quantitative and qualitative performances of the Candidates.

15. Submit all credentials
    i. Scholarly Work as per Policy for the period under consideration.
    ii. Teaching effectiveness documents including Feedback.
    iii. Contribution to SUC as well as community.
    iv. Any New Courses developed.
    v. FES rating as per the Criteria.
    vi. Promotion Details of previous organization.

16. HRD prepares comparative chart as per the Policy and convenes the initial meeting to discuss the eligibility and shortlist eligible candidates.

17. Promotion Review Board will review the applications and shortlist the eligible candidates and Recommends the shortlisted candidates to HRD for further processing of the evaluation process.

18. HRD issues a mail to the candidates on the status of their candidacy of their promotion and seeks Presentation from the shortlisted candidates.

19. The presentation should focus on their 5 years contribution to teaching, Research and services and any extra ordinary activities performed by the candidate during the tenure with SUC. The presentation should also contain his/her achievements in previous organizations in terms of promotion etc.

20. All Eligible candidates are required to make a presentation to the promotion review board on a schedule date.

21. If the candidate is unable to make the presentation to Board on the schedule date due to some unforeseen circumstances (accident, Death in the family or severe illness), the candidate must appeal for the postponement of the date by submitting the supporting relevant documents. HRD will reschedule the same with consultation of Promotion Board.

22. Distribution of Marks as per the Criteria to be awarded by each member of the Promotion Review Board.

    %age of Marks:-

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

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

24. HRD updates all the records accordingly and maintains the promotion files for references.

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

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

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

- The concerned faculty member needs to defend his claim for promotions by showing exceptional track record with previous organizations which includes
  - Previous promotions
  - Exceptional Achievements

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- The Faculty members need to present his Goal for next 2 years to the promotion board.
- For any other exceptions, Dean is required to make recommendation to COEC.
- COEC discretion will be final for approving of the promotion.

XXI. TRAINING AND DEVELOPMENT, FACULTY AWARD & APPRECIATION

Faculty Training & Development

Faculty 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.

The DEAN, Head of Academics 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. HR Department send forms soliciting nominations for various training programs.

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.

SUC adopts an appreciation policy to motivate the Faculty Members to encourage them to contribute their best to execute the various academic and academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Faculty through **Letter of Appreciation and monetary reward.**

Full Time Faculty

The Awards to the Faculty Members are given in below categories based on annual FES:

Sr. No.	Award	Monetary Reward
1	Overall Excellence in Academics	AED 7500
2	Excellence in Teaching Effectiveness	AED 5000
3	Excellence in Research	AED 5000
4	Excellence in Services	AED 5000

PROCESS FOR SELECTING FACULTY FOR APPRECIATION/AWARDS:

g. The Faculty to be eligible for the awards must have achieved at least 70% in each of the components of FES.
h. The FES Committee which includes all committee chairs along with DEAN will decide the Faculty award not totally based on the FES quantitative values instead qualitative aspects of contributions are also considered

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Adjunct Faculty

The Award to the Adjunct Faculty Members is given based on overall performance and student feedback of the Adjunct Faculty in an Academic Year.

2. Best Adjunct Faculty Member

XXII. SEPARATION

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

C. Resignation

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

Policy outline:

11. In case of resignation organization has right to decide on the last working day of faculty considering the academic calendar and full and final settlement and benefits will be paid till the last working day.

12. All the pending benefits forfeit as soon as Faculty Member resigns from services.

13. If the Faculty Member resigns before the completion of first contract period then the initial air passage amount reimbursed to them at the time of arrival to UAE will be deducted from full & final settlement.

14. Faculty Member resigning from the services is not eligible for any pending tickets.

15. Faculty Members discontinuing their services with the university, has to reimburse the amount of the furniture allowance & Accommodation Allowance paid at pro rata bases.

16. In case of Loan, the period of services ends before the repayment of loan due to any kind of separation (Resignation, Termination, Death etc.,) then the

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remaining amount shall be adjusted with end of term benefits and balance will be paid to the Faculty Members.

17. Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.

18. On seperation faculty will be paid for dissertation, addditional credit, summer payment guidance as allocated and fulfilled by them.

19. Gratuity will be paid as per UAE Labor Law.

20. Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by COEC.

D. Dismissal

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

13. Commits any gross or repeated breach of his/her obligations.
14. Is engaged on probation and is dismissed during the probationary period or on its expiry.
15. Willfully neglects SUC interests causing substantial loss thereto whether monetary or otherwise.
16. Becomes incapable of performing his/her basic duties due to his/her fault or misconduct.
17. If he/she fails to perform his/her basic duties and continues to do so despite written warning to him/her by the Dean or his nominee.
18. Is discovered to have disclosed a secret or confidential matter of the business of SUC.
19. Is convicted of offence involving honor, honesty or public morals and order.
20. Misconduct in any way whether in relation to the affairs of SUC or otherwise is disobedient, non-cooperative or is guilty of habitual or gross negligence.
21. Is discovered to have made or given false statement or document to SUC.
22. Is found under the influence of alcohol or drugs during working hours.
23. Is found to have defamed the SUC or the Management.
24. Is found to be working against policy and procedure of SUC.

Assurances

The SUC policies and procedures on Faculty dismissal ensure:

6. The rights of the individuals are protected under these policies and procedures.
7. Dismissal shall not violate the rights of the individual under applicable UAE laws.

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8. The threat of dismissal will not be used to restrain Faculty Members in exercising their academic freedom.
9. The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
10. The principal of natural justice and due process will be adopted to give fair chance to the Faculty Member to defend wherever applicable.

Justifications

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

3. Adequate Cause

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

4. Procedure for Dismissal for Adequate Cause

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

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Faculty Member in his/her

Professional capacity as an instructor or researcher, personal misconduct, the Faculty Member can be suspended with immediate effect by the COEC on recommendation of Dean. The Dean in consultation with Head HR will constitute an adhoc disciplinary committee to establish the facts of the case. The adhoc disciplinary committee shall offer the Faculty Member the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. Committee will forward its findings to Dean and Dean will forward his recommendation to COEC for approval. If the facts support the original charge, the Faculty will be dismissed by COEC.

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

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Discontinuance of Academic Programs

Termination of employment may also be based on the discontinuance of an academic program reflecting judgments concerning the strategic planning of the SUC.

2. Procedure for Dismissal due to Discontinuance of an Academic Program

Before recommending discontinuing an academic program the Dean shall deliberate with EC committee and on the basis of their recommendations and educational considerations present the closure of the Academic Program to the Directors.

The decision to discontinue an academic program can be made by the Board of Governors only. Termination of Faculty Member appointments or major changes in academic programs must conform to principles established in the strategic plan presented to Board of Governors by Dean. The discontinuance requires affirmative vote of the Board of Governors.

v. Financial Exigencies

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

b. Declaration

The declaration of an exigency requires that the dismissal of the Faculty Member is likely, even if such dismissals are not imminent. When the Dean of the SUC believes a bonafide financial exigency exists, he/she shall promptly advise the Board of Governors and seek advice of the Academic Committee. The Dean will provide advice and consultation to the Board of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

vi. Retrenchment

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Dean & EC is mandatory.

A retrenchment plan must be developed by the Dean and forwarded to COEC for approval. If acceptable, COEC will present it In front of the Board of Governors. Termination of Faculty Member's appointments or major changes in academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions. Final decision in such cases will reside with COEC.

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The Board of Governors may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However reconsideration to reemploy some of the employees terminated due to financial exigency as per the discretion of COEC is possible.

vii. Payment of Salaries and Benefits in case of Separation from Employment

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

If a Faculty Member's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Faculty Member's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement which includes gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa.

viii. Faculty Handover and Clearances

In case a Faculty Member is separated from employment, the Faculty members should prepare and forward his Handover Checklist confirmed by the HOA and Head HR and approval of Dean. Along with the faculty handover, the Faculty Member needs to get clearance from the respective Department and fill the Exit Interview Form and forwarded to HR for the processing of his Full and Final Settlement. Faculty member needs to handover SUC ID, Insurance card, Car stickers and all the assets issued by SUC before taking clearances.

The Academic Advising Council has an authority to recommend the dismissal of the faculty on the ground mentioned above

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IX. HUMAN RESOURCE POLICIES – ACADEMIC SUPPORT SERVICES & FOUNDATION-TRAINING

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I. RECRUITMENT & SELECTION

A. STAFF SEARCH & APPOINTMENTS

To have an effective recruitment policy Dean, HASS, HEAD HR and concerned HOD engage & Co-ordinate 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.

B. FOUNDATION FACULTY SEARCH & APPOINTMENTS

The Academic Advisory Committee (AAC) along with HR in coordination with other committees engages in Strategic Planning for Faculty positions in foundation 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 Faculty Search Committee (FSC) is in place comprising of Academic Affairs Council (AAC) and Head HR, who will interview and hire the faculty along with a subject expert.

E. ELIGIBILITY CRITERIA

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

Table II

Grade / Level	Academic Experience	Research and Publication	Post PhD Experience
INSTRUCTOR	1-3 years	1 publication	1 year
SR. INSTRUCTOR	3-5 years	2 publications	2 years
LECTURER	7 years	3 publications	3 years
SR. LECTURER	8 years	4 publications	5 years
ASSISTANT PROFESSOR	10 years	5 publications	5 years

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i. 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 Dean'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 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 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 Faculty needs to submit below list of documents before joining as part of joining formalities and for visa processing.

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7. Passport size photo (A digital passport size photograph clicked with white background)
8. Passport copy
9. 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

Step–11: Post submission of the above documents and the signed offer letter visa process in 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. 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–16: On joining Staff member is oriented by Dean, HQA, HASS & all the concerned HOD's on the operational aspects of SUC. Faculty member sets their goals for the academic year in coordination with Dean's office.

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Step-17: The approved Staff is given a four months probationary appointment during which the performance is evaluated by the respective Head HR & HOD's of the Departments with whom the probationer interacts.

Step–17: Once confirmed by the candidate a formal offer letter is drafted by HRD and sent to the COEC office for approval and signature.

Step–18: Staff Probation Review report will be considered before recommending confirmation/ extension/ rejection and it will be implemented by HRD with due approval from Dean.

Step–19: Confirmed Staff will be inducted as regular employee of SUC and formal confirmation letter is issued.

II. STAFF TITLES

The following are the job specification of Full Time Staff Members in SUC. The positions are filled as and when the vacancy arises as per the Department requirements. Each employee will be provided with a job description of the position to which they have been appointed. Amendments to the job profile are made from time to time in relation with the changing needs of SUC and employee's own capability, interest and management requirements. Statements of qualifications are as follows:

A. **HEAD OF THE DEPARTMENT –** The position is attained by appointment / selection from Manager level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of ten plus years of experience and at least three years in a University / Institution or must have work with SUC with similar experience.

B. **MANAGER –** The rank is attained by appointment / selection from Asst. Manager level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of seven plus years of experience and at least three plus years of experience in a University / Institution or must have work with SUC with similar experience.

C. **ASSISTANT MANAGER –** The position is attained by appointment / selection from Supervisory level after a positive evaluation of performance and promise. An appointee to this rank must hold a Master's Degree. The candidate must have total of five 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.

D. **SUPERVISOR** - The position is attained by appointment / selection from Assistant level after a positive evaluation of performance and promise. An appointee to this rank must holds a Bachelor Degree. The candidate must

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have total of four plus 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.

E. **CLERICAL STAFF –** This position is attained by selection. The rank on this level must hold a Masters or Bachelor Degree. The candidate must have total of two plus years of experience and preferably one plus years of experience in a University / Institution or must have work with SUC with similar experience.

F. **SUPPORT STAFF –** This position is attained by selection. The rank on this level must hold a high school diploma and additional certificates on their chosen field. The candidate must have at least one year experience in a University / Institution.

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

FOUNDATION FACULTY TITLES & FACULTY TEACHING LOADS

SUC aims to bring together a team of highly dedicated Faculty Members who are capable of contributing to the educational needs of the SUC and of society at large.

In addition to fulfilling the general criteria, Faculty Members described in the following sections and must meet specific requirements for each title in order to be appointed or promoted to that title. Statements of these qualifications are as follows:

J. FACULTY RANKS

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.

1. **ASSISTANT PROFESSOR –** The rank of Professor is usually attained by appointment or promotion from Lecturer 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 ten years of full time teaching experience in a University or worked in SUC at the rank of Lecturer 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 five referred

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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 Publication + Conference Presentation (Refereed Publications A & B Category + Conference)
Professor	15	5+2

2. **LECTURER –** The rank of Lecturer 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 seven years of full time teaching experience at the level of Instructor in a University or worked in SUC at the rank of Sr. Instructor for at least 3 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. 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 Category + Conference)
Associate Professor	10	3+2

OTHER CATEGORIES:-

5. **VISITING FACULTY (International)**:

   A person who is on sabbatical from the Full-Time teaching Faculty of an accredited University or from a comparable Educational Institution may be appointed on a Semester or Annual basis as Visiting Assistant Professor or Visiting Instructor. The qualifications and requirements shall commensurate with similar appointments to Full-Time Faculty ranks.

   Faculty recruited under this contract is treated as Full time in nature. The Visiting Faculty in this category will be provided visa, subsidized accommodation, and

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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 who are on yearly contract would have to participate in research work & 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 hired as a full time faculty only.

6. ADJUNCT FACULTY

iii. SEMESTER CONTRACT FACULTY: If the Faculty is recruited for a semester contract from within the UAE or outside the position can be Semester Contract Faculty, and Faculty is expected to take 9-12 credits in a semester. Under semester contract Faculty Members will have to perform same duties as specified under Visiting Faculty Section.

iv. PART TIME CONTRACT FACULTY: A Part Time Faculty is appointed on hourly basis. Part Time Faculty Members will be remunerated on per lecture basis and can be engaged for up to a maximum of 6 credits per semester.

Policy Outline: *Adjunct Faculty Members are encouraged to contribute to conduct research as well as services to community and SUC. However, their appraisal shall be based only on teaching effectiveness component of the FES.*

FOUNDATION FACULTY TEACHING LOAD

Allocation of teaching load is assigned by Academic Planning & Operations Committee considering student's number, contact hours, preparation required and other factors. The particulars of same are as follows:

Table I

Designation	Teaching Load/ week			Additional Summer Payment	Administrative Activities
	Fall	Spring	Summer	Additional Payment	Remaining hrs. in a week
Head of ELC	18	18	18	Eligible for summer payment based on completion of 54 credits	Administrative activities related to Department as

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				in academic year (Inclusive of ELC and BBA credits)	HOD mentioned in JD
Head of CPD	As per course Load	As per course Load	As per course Load	NA	Administrative activities related to Department as HOD mentioned in JD
INSTRUCTOR	As per course Load	As per course Load	As per course Load	NA	Administrative activities related to department as assigned by HOD & HR as per job description

i. TEACHING LOAD – (WEEKDAYS & WEEKEND)

Faculty members teaching in ELC & CPD can be allocated credits at BBA/ MBA level as per their specialization and availability of courses in case they are not able to complete or have required no. of credits in a particular semester.

Any additional credit allocated beyond 54 credits at the position of Head of Department in ELC department only shall be paid extra.

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

Particulars	No. of Credits	Remuneration
Weekdays	3 credits	AED 2,500
Weekend	3 credits	AED 3,000

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E. 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 (Refer to Additional Credit Hours Section).

On separation faculty will be paid for additional credit hours in full and final settlement based on SUC seperation policy.

III. CONTRACTS

A. Terms of Contract

Those appointed as Staff Members are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Staff Handbook. Included in these standards are the expectations from the position for which the Staff is appointed. The Staff is required to provide SUC with full and accurate information about their academic credentials, official transcripts, certificates of experience and other professional details.

B. Format of Contract

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

1. Job title of appointment
2. Grade
3. Salary structure
4. Benefits
5. Duration of Contract
6. Working Hours
7. Notice period
8. Probation period
9. Terms and conditions of employment

Limited contracts with specific period shall automatically terminate at the end of the period. However contracts may be renewed at the initiative of management and on consent of both the parties.

C. Duration of Contracts

Initial duration of contract for Staff appointments are normally for two years. Based on the periodical administrative performance evaluation of each Staff Member in the main areas of administration and services to SUC, and recommendations of Head of the Department and EC to the COEC the initial contracts may be renewed/ discontinued. Decisions regarding possible renewal of the initial contracts are sent to Staff Members at least six months before the end of the existing contract. In case of satisfactory performance the Staff Member may be offered a renewed contract.

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D. Renewal & Non-Renewal of the Term Contract

Assessment for the purpose of renewing term contracts is carried out six months before the expiry of the running contract. SUC's Staff Evaluation Committee reviews the file, and forwards their recommendation to the COEC for his approval. The COEC reviews the recommendations and communicates the decision to Hear HR for the execution at least six months before the expiry of the contract.

The outcome of SES is one of the following:

- A two years renewal of the existing contract
- To inform the non-renewal of existing contract
- To serve notice of termination

IV. VISA APPLICATION AND OTHER REQUIRED PROCEDURES

SUC grants work visa to permanent Administrative Clerical / Support Staff. A work visa is processed after an agreement of employment is reached between a prospective Staff Member and SUC, an appointment letter issued and an employment contract is signed between the Staff Member and SUC. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, United Arab Emirates generally for a period of 2 years. The visa is extended (renewed) till the Staff Member's tenure with SUC currently after every 2 years. If any Staff Member terminates the contract before the completion of one year of employment with SUC then he/she will have to bear all the visa cost. Thereafter, if the visa is renewed for subsequent two years as per contract and if the Staff Member wishes to terminate the agreement during the contract period, no visa charges will be deducted. If SUC terminates any Staff Member during the contract period, SUC shall bear the cost of visa expenses for the Staff Member.

A. NEW VISA

i. SUC grants work visa to permanent Staff Members. A work visa is processed only after an agreement of employment is reached between a prospective Staff Member and SUC, an appointment letter issued and an employment contract is signed between the Staff Member and SUC.
ii. The work visa is granted by the Ministry of Interior, General Directorate for Naturalization & Residence, and United Arab Emirates generally for a period of 2 years. The visa is extended (renewed) till the Staff Member's tenure with SUC currently after every 2 years.

Documents required for processing employment visa are:

- Photocopy of Staff Member passport pages detailing personal details, date of issue and expiry. The passport must be valid for a minimum

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period of 8 months at the time of request for processing of employment visa.

- Original and Copy of highest qualification earned in English or Arabic or a notarized copy of English translation if the certificate is in any other language.
- 12 passport sizes colored photograph of the Staff Member.

B. MEDICAL REPORT

a. After joining SUC Staff Member should submit visa page and original passport to HRD.
b. SUC will arrange for Health Insurance card of individual Staff Member and coordinate its attestation with ministry of health, which will be sponsored by self.
c. Staff Member has to undergo a medical examination with ministry of health, which will be coordinated by PRO.
d. For the eligible family Members, the Staff Member has to process the Health Card and medical certificate on his own.

❖ Documents Required for medical test:

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

C. RESIDENCE VISA FOR FAMILY

- Attested Marriage certificate
- No objection letter from the sponsor
- Forms to be filled and signed by sponsor
- Relevant skilled certificates/ Degree (Attested)
- Copy of Passport of family
- Copy of passport/ Residency permit of sponsor
- Tenancy Contract

Note: Staff Member himself has to process the above and bear the expense for family visa. However guidance can be taken from PRO.

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D. FOR STAFF MEMBER RECRUITED WITHIN UAE WHO ARE ON EMPLOYMENT VISA WITH OTHER INSTITUTIONS/ORGANIZATIONS

a. The prospective Staff Member is required to provide a NOC (No Objection certificate) from his employer (employer at the time of recruitment), copy of company trade license, copy of company computer card for Ministry Of Interior, General Directorate for Naturalization & Residence.
b. SUC will then file for Staff Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence United Arab Emirates.
c. Staff Member will be required to fill in personal details form which contains information related to processing of residence visa.
d. SUC will then file for Staff Member work visa with the Ministry Of Interior, General Directorate for Naturalization & Residence, United Arab Emirates.
e. SUC's Human Resource Department will retain the safe custody of the Staff Member's passport once the employment visa is stamped during the period of the Staff Member's tenure with SUC. Any willful negligence or disregard of this essential provision will lead to disciplinary action being initiated against the Staff Member. The passport of the staff members may be retained by the Finance & HR Department as per guidelines provided under SUC's "Employee Passport Issuance & Retention policy".

E. RENEWAL OR NON RENEWAL OF THE VISA

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

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

All employees at the time of recruitment into SUC are required to submit a Medical Certificate and should have a "Fit to Work remarks by the accredited or authorized doctor / physician and will have to clear the Medical Test in UAE at the time of applying for the Visa. If the concerned staff member does not clear the medical test, SUC is not held responsible and the charges related to visa, medical and air ticket have to be borne by the candidate.

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

F. BANK ACCOUNT

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

Documents required:

- Duly filled and signed Bank Application Form
- Passport with Visa copy
- Salary Certificate

V. STAFF PERSONAL FILE

SUC maintains a personal file of each Staff Member, which contains the progressive record of the individual and it is updated on a yearly basis for references. Staff Members are required to update 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:

A. Employee Information Form
B. Pre recruitment correspondence
C. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
D. Copy of employment contract with subsequent annual increment letters
E. Copy of Confirmation Letter
F. Copies of Certificates of Staff Development Program
G. Performance Evaluation records
H. Appreciation, Awards and Achievements
I. Warning letters or any other letter issued to the Staff Member
J. Leave and Air Ticket Record
K. Grievance Records
L. Medical Insurance records of self and family
M. Passport and Visa related documents
N. Miscellaneous documents

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HR Department maintains current year & previous year's contract records in active files and old documents are shifted to HRD master database. Records of employees who left the organization are maintained in HRD master database for the period of 2 years from last day of working. HR ERP containing all the personal information in soft format along with soft copies of CV, Certificates, Passport copies, health history etc., in printable format.

It is the responsibility of individual employee to notify HRD of any change in name, address, telephone number, family detail etc., so that the accurate information can be maintained and used in case of any emergency, if necessary, including outside normal working hours.

VI. RELOCATION & ON JOINING SUPPORT

M. RECEIVING THE NEW JOINEE AT THE AIRPORT :

At SUC we support the new joinee settle down and the first step towards the same is to provide shuttle service between airport and place of accommodation / university at the time of entering UAE. Our PRO or any university support staff is there at the airport to pick up the new joinee when they enter UAE at the time of joining. It is a gesture to welcome the new joinee and ensure smooth start to new career at SUC.

N. INTITIAL ACCOMMODATION

SUC provides free accommodation for the first month of employment in furnished Hostel Apartment for the Staff recruited from outside of UAE. On second month the Staff Member will be charged 50% of the Accommodation allowance.

i. The accommodation facility is available for newly hired staff relocating from outside the UAE and who enter the country under SUC's sponsorship. It does not apply to Staff/ employee hired within the UAE or who are requesting a transfer of sponsorship.

O. SETTLING DOWN LOAN POLICY

SUC provides salary advance for settling down for miscellaneous expenses such as residence & the purchase of personal household items to faculty recruited from outside of the UAE.

i. On the day of joining, An advance amount totaling 50% of the Salary which will be given to meet the contingency expenses. Salary is granted on request to meet the initial expenses for staff recruited from outside UAE.
ii. The amount given as advance will be deducted 15% of loan amount from the second month onwards.
iii. In case the staff Member resigns or the probation is not confirmed, the balance of settling down loan will have to be repaid to SUC with the immediate next salary.

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P. OFFICE & SUPPLIES ALLOCATION

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

Q. SUC ID & BUSINESS CARDS

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

R. OTHER SUPPORT AND GUIDANCE

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

VII. NEW EMPLOYMENT ORIENTATION

SUC is committed to providing a conducive working environment for its employees to successfully execute their responsibilities and duties. To enable the Staff to carry out their required role and responsibilities to a high and consistent standard an induction program is conducted for the new Staff Members.

The main focus of SUC's fresh employee orientation process is to serve the following purpose:

1. Assist new Members of Staff to settle down as soon as possible
2. Act as a starting point for building relationships and rapport with the stakeholders
3. Opportunity to set standards for the role and the Department
4. To clearly understand statutory obligations and requirements
5. To ensure important information about SUC and the Department in which they will be working so that they have the best chance to be successful in their new role with SUC.
6. To acquaint with the functioning of SUC in a holistic manner.

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PROCEDURE

1. A newly recruited Staff Member reports to the Human Resource Department on the first day of work to complete all the documentary formalities.
2. The HRD carries out orientation on Policy & Procedure and about the various benefits extended to the Staff Members like leave, health insurance, air ticket, summer payment, and other allowances.
3. The new Member will be introduced to all the Members of SUC.
4. The Staff Member is allocated with SUC email ID and Password to access SUC portal which contains all the necessary documents and handbooks.
5. The new Staff Member is informed to access the portal and seek clarification from HR or HOD, if any.
6. The Head HR will introduce various functional Departments of SUC to the new Staff Member and initiates the orientation program.
7. The Head HR, following consultation with the Staff, may make arrangements for the allocation of a Buddy / Mentor.
8. The Responsibility Designated Colleague / Buddy is to maintain regular contact with the new Staff Member during the early employment period and be available to provide any assistance required over the first Four months of employment.
9. Services provided by various Academic Support Services Department

VIII. STAFF ROLES - RESPONSIBLITIES, GRIEVANCE AND DISCIPLINARY POLICIES AND PROCEDURE

Duties of Staff Members consist of responsibilities assigned by the Dean and/or appropriate administrative authority, such as Head HR, Heads of Departments, Head Quality Assurance, HASS etc. in form of Job Description. Normally, duties and responsibilities will be related to the administrative area and Department where the Staff Member is assigned to work.

A. 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.

B. RESPONSIBILITY AS AN EMPLOYEE

Staff Members are expected to devote their energies in developing and improving their administrative competence. All employees 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:

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- 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 Dean 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.

C. 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 Dean. Absence or non-adherence to office hours will be subjected to disciplinary action.

D. 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.

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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 HASS.

The Head HR or HASS 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.

E. 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.

F. 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.

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G. ETHICS & RESPONSIBILITES

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:

i. 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 COEC as to a specified gift or favor. The exemption must be in writing and include sufficient justification.

ii. 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.

iii. Staff Member's ethical obligations and responsibilities to SUC as an institution.

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- 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.

iv. 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.

H. 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.

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:

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- 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

I. 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 HASS and the Dean.

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.

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.

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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.

K. CONFIDENTIAL INFORMATION

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

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.

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

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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:

i. 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,
ii. Relates particularly with SUC business or that of the other person with whom employee have dealing of any sort.
iii. 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.

L. GRIEVANCE POLICIES AND PROCEDURES

The Grievance Procedure provides Guidelines for Staff Members 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 SUC.

A grievance is a matter of concern for the smooth functioning of 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

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provisions of this procedures conflicts with any applicable law, the superior law of the land prevails.

a. Applicability

The Grievance Redressal Procedure shall not apply to the Dean, Executive Council and HASS. All other Staff Members may seek redressal through this process.

b. Definition of Grievance

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

- Violation of administrative freedom as defined in this manual
- Discrimination on the basis of age, disability, ethnic or national origin, gender, race or religion
- Violation or misapplication of an applicable SUC contractual provision, practice, procedure, regulation or rule
- Violation of accepted standards of behavior in the workplace of SUC as stated in this manual.

c. Procedure of Grievance Redressal

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

i. Informal attempts at reconciliation by the adversarial parties
ii. File formal "Notice of Grievance"
iii. Formation of a Grievance Committee
iv. Mandate of a Grievance Committee
v. The Grievance Hearing
vi. The findings of the Grievance Committee
vii. The final decision of the COEC
viii. Communication of decision to the parties

d. 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 SUC.

e. Notice of Grievance

If informal approaches to resolve grievance fails, then Staff Member 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

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remedy. The grievant must file the notice within 7 working days of the grievance.

f. Formation of a Grievance Committee

The Dean in consultation with Head HR shall appoint a Grievance Committee of three (3) Members from a pool of eligible Staff Members who are not party to the grievance. The Dean and Head HR 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.

g. 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:

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

In case the Staff Member's continued presence would hamper or prejudice the investigation, the Staff Member 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 Member of Staff.

h. The Grievance Hearing

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

- Elect a chair
- Establish procedures necessary for a fair and orderly meeting

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- Forward a copy of the "Grievance Redressal Form" to all parties against whom the grievance is filed
- 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.

i. 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 Dean 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.

j. The Final Decision of the COEC

The COEC/ COEC'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 COEC/ COEC's decision will be submitted to the parties in writing and sent to the office address of the parties at SUC.

The COEC'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 SUC on a need-to- know basis. The person so informed shall be bound by the confidentiality requirements.

M. DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC Policy & Procedures. SUC believes that the majority of Staff Members 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

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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 HR by forming an adhoc disciplinary committee consisting of Dean, 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.

1. 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, a Staff Member 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 Dean'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 Staff Member. Categories include but are not limited to:

i. Failure to produce a sufficient quantity of work,
ii. Failure to produce work of acceptable quality,
iii. Failure to produce accurate work,
iv. Failure to produce work on time,
v. Poor manner of work performance,
vi. 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 Staff Member that are unacceptable in the employment context (either on or off the job), that may disrupt the

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workplace, and/or that may constitute abuse of any person for whom (or property for which) SUC has responsibility. These include but are not limited to:

i. Violence or other aggressive or disruptive behaviors,
ii. Illegal activities,
iii. Willful violations of Federal/State law or regulations or SUC policies
iv. Insubordination,
v. Misuse of SUC property,
vi. Refusal or failure to carry out reasonable instructions
vii. Smoking in non-designated areas
viii. Distribution of unauthorized pamphlets or literature
ix. Breach of any of SUC regulations
x. Engaging in any other professional activity outside SUC without the prior written consent of the Dean
xi. Gambling in the premises
xii. Failure to maintain/obtain credentials or the falsification of credentials, or
xiii. Professional misconduct.

c. Gross Misconduct

Gross Misconduct occurs when a Staff Member's actions

(or inaction):

i. 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 SUC has responsibility, or
ii. Result in loss of (or damage to) SUC property or funds that results in a serious impact on SUC and/or work unit.
iii. Theft of SUC property
iv. Criminal offence
v. Creating negative influence on others
vi. Instigating other staff members against policy
vii. Indecent conduct
viii. Taking any other paid employment or remunerative activity
ix. Reporting for duty whilst under the influence of alcohol or drugs
x. Acts of incitement
xi. Harassment or actual acts of discrimination
xii. Breach of duty regarding confidential information
xiii. Taking gifts or favors from students to award unduly higher grades, revealing the question papers or any other exam related confidential matter.
xiv. Taking gifts or favors from the employees to tilt the decision in their favor.

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xv. Failure to declare an interest which may be contrary to the best interests of SUC.

xvi. Disrespecting colleagues, senior management or staff.

xvii. Staff members are not allowed to involve in any sort of fund raising activity for any cause without prior permission from the Dean. 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.

2. Corrective Measure

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

a. Verbal Warning

Incidents which warrant formal disciplinary action that arise out of the Staff Member'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.

b. 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.

c. 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 Staff Member. When the final written warning is issued the Staff Member is put under close scrutiny for the period of one semester. Failing to comply will lead to termination with immediate effect.

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d. 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

- The responsibility to deal and initiate disciplinary action including written warning would be with the Dean in coordination with HR & HASS.
- The responsibility to deal with final written warning would lie with the COEC who will do so in conjunction with DEAN, Head HR & HASS
- The responsibility to deal with dismissal cases would be with the COEC

Disciplinary Action Committee: Disciplinary Action committee will comprise of Dean, HASS and HOD who will be update the HR Department in case of any disciplinary issue so that the HR Department can take action accordingly.

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IX. PROBATION PERIOD

SUC ensures that its selection process identifies and recruits the candidates who best fits into the position. To assess the suitability of the new appointee to the working environment of Organization, the Staff Member is placed on probation for a period of Four-months. The purpose of probation is to thoroughly assess the abilities, ethics, work culture and the compatibility of the probationer with the working environment of SUC. The feedback will help the probationer to be considered for induction as a regular full time Staff Member.

PROCEDURE FOR EVALUATION OF PROBATION

a. Orientation checklist during Induction and Job Expectation
b. Observation and Informal feedback from various Departments
c. HOD recommendation report (Based on above mentioned feedbacks)
d. HRD forwards the recommendation to the Dean for approval/ rejection.
e. Based on approval/ rejection by the Dean, HR coordinates a meeting of HASS, Dean and probationer and issues the letter of confirmation/ rejection to the candidate and gives a fair chance to both the parties for clarification of issues involved, if any.
f. Dean recommends to COEC and signs for confirmation.

TERMS & CONDITIONS DURING PROBATION PERIOD

1. All Staff Members are hired on probation for the first six months of their employment.
2. During the probation period the new hired Staff Member will be entitled to all paid government holidays and health insurance scheme.
3. During the probation period the passport of newly hired Staff members will be retained by SUC, which will be released soon after the confirmation
4. The Staff must complete the probationary period successfully to be eligible for SUC benefit programs.
5. No leave can be granted during probation period. However leave can be taken in case of emergency during probation only after duly approved by Dean. In which case the probation period will be extended by the period of leave taken.
6. Confirmation of probationer is based on the Dean's recommendation which in turn is based on various feedbacks.
7. On confirmation the Staff Member is eligible for all benefits from the date of appointment.
8. In some cases like conditional confirmation, the probation period is extended for a maximum of one (1) month. This is to facilitate further counseling for improving overall performance.
9. In case of the probationer failing to successfully complete the probation period to the satisfaction of the management, in all respects, a letter of rejection is issued terminating the contract.

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X. COMPENSATION & BENEFITS

A. SALARY COMPENSATION

A competitive compensation package for the Staff at SUC is aimed at attracting qualified employees to conduct the operations in Academic Support Services and to retain the trained employees for a long term.

PURPOSE

The purpose of SUC salary and payroll administration system is to maintain

- Internal pay equity and consistency within and across various Departments in SUC
- Employee morale, motivation and performance required for executing the jobs effectively and efficiently.

B. COMPENSATION STRUCTURE

The inputs for developing compensation package are taken from the industry trends, economic situation (inflation), work load and Staff evaluation system.

C. SALARY STRUCTURE

The salary structure constitutes a range of basic salary, Social allowance, and accommodation allowance pertaining to each level/ grade. Each grade has a specified minimum and maximum amount. The salary structure is reviewed and adjusted on yearly basis and recommendations of the salary review committee.

Compensation Structure involves:

a. Basic Salary
b. Social Allowance
c. Accommodation Allowance
d. Benefits

D. DISBURSEMENT OF SALARIES

All salaries transferred to Staff Member's bank accounts will normally be affected by 25th of each month. Part time/ trainee salaries will be disbursed on or before the 7th working days of the following month.

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E. PERKS AND BENEFITS

i. ADDITIONAL WEEKEND DUTY

Members of Staff working on weekends as per HRD approved schedule are remunerated in addition to their salary. This provision is as per Financial Policy of the University.

WEEKEND – ACADEMIC SUPPORT SERVICES REMUNERATION			
S. NO	STAFF TITLES	PAYMENT CATEGORY	AMOUNT
1	SUPPORT STAFF	HALF DAY	AED 35
		FULL DAY	AED 55
2	TECHNICAL SUPPORT	HALF DAY	AED 55
		FULL DAY	AED 85
3	CLERICAL LEVEL	HALF DAY	AED 125
		FULL DAY	AED 175
4	SUPERVISOR LEVEL	HALF DAY	AED 150
		FULL DAY	AED 200
5	AML / ML LEVEL	HALF DAY	AED 175
		FULL DAY	AED 300
WEEK END– IATA INVIGILATION PAYMENT			
1	EXAM TIMINGS	**Fri:** 3 HOURS	AED 50.00
		Sat: 3 HOURS	AED 30.00

NOTE:

1. **Academic Support Services Staff Weekend payment is an additional payment given in addition of their normal working hours (48 hours) and will be based only on pre-approved duty schedule.**
2. **Monthly Staff schedule and no. of hrs. will be approved by HRD**

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ii. OFFICIAL TRANSPORTATION

SUC provides fully air-conditioned transportation free of cost to staff members staying within the Emirate of Sharjah. Staff members are picked and dropped from common pickup points to SUC in both the shifts. Staff member's willing to avail the service of transportation should fill the **"Transport Availing Form"** with HRD. Transportation service provided by SUC is additional support and is not the part of individual's package.

Note:

1. Reimbursement of any kind of transportation is not allowed unless it is pre-approve by HRD.
2. Pickup and drop locations are decided by driver & Head of Finance Department and approved by Head HR after lot of consideration, keeping in mind convenience of most of the staff 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.

iii. MEDICAL INSURANCE

SUC provides its Staff members are Medical Insurance Policy as per the below mentioned categories:

Assistant Manager and above: Staff members under this grade and above are entitled for insurance cover for themselves and eligible dependents. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an Academic year.

Head of Departments: Head of departments irrespective of their grade are eligible for insurance cover for themselves and eligible dependents. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an Academic year.

Supervisory, Clerical and Technical & Support Staff: Staff members under this grade are entitled for insurance cover for self annually.

iv. INITIAL AIR TICKET ALLOWANCE

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

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Policy Outline:

i. Reimbursements for the Air Ticket is processed when reciepts of payments and ticket stubs are provided to the HRD within 48 hours of joining the organisation.
ii. Reimbursement will be made up to the amount which SUC would have paid for the air ticket from the point of origin.
iii. Initial Air Ticket Reimbursement needs to be refunded back to the company by employee in case the employee terminates the contract within one year of the first contract.

v. ANNUAL AIRLINE TICKET ALLOWANCE FOR EXPATRIATES

Staff Members are entitled for air tickets as per the below mentioned:

Assistant Manager and above: Staff Members under this grade and above are entitled to annual airline tickets for themselves and eligible dependents from UAE to first port of entry in home country. Eligible dependents are the spouse and up to three children up to 18 years, living in UAE as permanent residents for a period of not less than six months of an Academic Year.

Supervisory: Staff Members under this grade are entitled to Annual airline tickets for themselves to first port of entry in home country.

Clerical Staff: Staff Members under this grade are entitled to annual Airline Tickets for themselves once they attained CL10 level and below level will be eligible for Air Ticket once in two years to first port of entry in home country.

Support Staff: Staff Members under this grade are entitled to airline tickets for themselves once in two years to first port of entry in home country.

Staff members are entitled for air tickets as per the below mentioned table:

AIR TICKET ENTITLEMENT		
RANK	**GRADE**	**AIR TRAVEL**
Support Level - SU	1	FOR SELF ONLY, ONCE IN TWO YEAR
	2	
	3	
	4	
Technical Support Level - TCL	5	
	6	

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	7	
Clerical Level - CL	8	
	9	
	10	FOR SELF ONLY, ONCE A YEAR
	11	
Supervisory Level - SL	12	FOR SELF ONLY, ONCE A YEAR
	13	
Asst. Managerial Level - AML	14	FOR SELF & FAMILY YEARLY
	15	
Managerial Level - ML	16	
	17	
Dy. Director Level - DDL	18	FOR SELF & FAMILY YEARLY

General Rules & Regulation for Staff Air Tickets:

a. Staff Members eligible for air ticket once a year along with their family or only self can avail the facility only after completion of 8 months of continuous services in SUC. In case a Staff Member joins the Organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 8 months tenure with SUC.
b. Staff Members eligible for air ticket once in two years for self can avail the facility after completion of 18 months tenure with SUC. In case a Staff Member joins the organization in between an Academic Year he/she will be entitled for the ticket from the subsequent Academic Year immediately following the completion of 18 months tenure with SUC.
c. In case a Staff members joins the organization in Spring Semester he/she will be entitled for 50% ticket immediately after his completion of 8 months tenure with SUC while if Staff members joins in Summer Semester he/she will only be entitled for the next Academic Year Air Ticket.
d. Spouse and dependent children will be considered as permanent residents of UAE when they continuously reside in UAE for a minimum period of 6 months in a calendar year. Staff Members and their families must provide documentary evidence of spouse and dependent children residing permanently in UAE.

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e. Staff Members and their families shall be eligible to economy class air ticket only.
f. Staff members will be given the air ticket rates for his/her sector during the month of February.
g. Staff members will book the tickets as per their own convenience and submit the bill in Finance Department once the travel is finished.
h. All the Staff Members are eligible for the airline ticket from UAE to first port of entry i.e., major international airports in respective countries only.
i. Any changes i.e., advancement or postponement in ticket dates requested by Staff, after the ticket is booked shall be borne by Staff Member themselves.
j. The destination of travel for Staff will be considered as per their nationality or as per their passports. However when a national of one country is recruited from another country permanently resides in another country or temporarily resides in another country due to any reason, the place of permanent residence may be treated as his home country.
k. In case a Staff Member travels to a destination which is other than his home country, an amount equivalent to the home country fare or the actual fare amount – which ever being the lesser amount shall be reimbursed to the Member of Staff.
l. The yearly air tickets for family and self cannot be accumulated for subsequent use in later years.
m. Encashment of ticket amount is not permitted.
n. If both husband and wife are working in SUC, the air ticket facility will be available to one of them in an academic year or individually i.e. benefit is given to the employee.
o. As per Labor Law Staff Member resigning from the services is not eligible for any pending tickets. All the pending benefits forfeit as soon as Staff resigns from services. In case of termination Staff will be eligible for pending ticket.
p. Reimbursement for the air ticket will be done in the month of September in the opening of the new academic year.

vi. Accommodation & Accommodation Allowance :

Accommodation Allowance is provided to a select staff and Accommodation is provided to staff having hostel management responsibilities.

i. Employee's having Hostel Responsibilities in their job description are also provided accommodation in furnished Hostel Apartment, in case their job role changes and they no more have hostel responsibilities to handle the hostel facilities will stand cancelled and employee will be paid accommodation allowance as per grading scale.

ii. Accommodation is provided till the University maintains the Hostel, if at any point of time SUC cancel's the hostel facilities, employee will be paid accommodation allowance as per grading scale.

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XI. Financial Policies

A. SALARY LOAN (DURING THE TENURE WITH SUC)

All Staff Members at CL Level and below, under SUC sponsorship are eligible for one salary as loan in alternative academic years and can apply for next loan after 12 months of repayment of last installment.

Employees above supervisory level are eligible for salary loan after every two academic years and can apply for next loan after 24 months of repayment of last installment.

i. The amount given as loan will be deducted @15% from the second month onwards
ii. If the Staff Members has availed settling down loan, a request for the loan can be forwarded only after repayment of the same.
iii. Staff Members who has collected salary undertaking letter for the purpose of availing loan or for other financial benefits will no longer have the right to apply/ request for further loans or advances. Otherwise they should produce a clearance letter from the concern financial institution which clearly mentions that the entire liability against the captioned loan which the Staff has taken is duly paid.
iv. Staff Members is required to submit their original passport to HRD before the loan is sanctioned.

B. STAFF LOAN AGAINST GRATUITY POLICY

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

Criteria for availing Gratuity Loan:

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

Procedure for availing the Loan Against Gratuity are as follows:

i. Staff Members will be eligible for this loan after completion of 7 years of continuous services with SUC.
ii. Maximum amount of loan that can be availed will be 50% of the accumulated gratuity or two month's salary, whichever is lower at the time of application of loan.

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iii. Staff Members is eligible for two of such loans in his/her service period with SUC and second loan can be taken only after repayment of first availed loan.

iv. Approval of loan is based will be the sole discretion of the management.

v. The Staff Members should not have any outstanding loan with SUC or any other outside entity at the time of application for such loan. No-Liability certificate should be produced from the bank where the salary is transferred or if letter is taken for any other bank.

vi. Repayment has to be done in maximum within two years from the date the loan was granted. Repayment amount per month will depend on the period of repayment chosen.

vii. Repayment can be done via salary deduction. No adjustment or postponement in the repayment pattern will be done. Any kind of extension or rescheduling in the repayment period will not be acceptable. However the repayment period can be reduced without any fine.

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

ix. The Staff Members will not be eligible for any other kind of loan/ advance during the repayment period of Gratuity loan.

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

xi. Staff Members availing gratuity loan will be liable to deposit the passport in custody of SUC for the period of repayment. Once the repayment is done Finance Department will issue a clearance letter to HRD for the release of passport.

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

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

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

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XII. ORGANIZATIONAL POLICY

A. WORKING HOURS

a. STANDARD WORK HOURS

SUC observes 48 hour work schedule for all Academic Support Services Staff.

The work timings are:

Morning: 09:00 am to 01:30 pm

Evening: 05:00 pm to 10:00 pm

Note: Working days are five in a week and any two days will be off days as per the duty schedule of individual employee.

a. It is mandatory for all employees to attend for work regularly as per the specified time and are required to comply strictly and accurately with "Automated Attendance System" i.e., attendance recording procedure of SUC.
b. All the absences must be notified to HRD in advance in the form of duly filled leave form along with approval from Head of Department or Dean.
c. In case of sick leave absence can be notified to HRD and the leave form should be supported by medical certificate duly attested by competent authority.
d. If the leave form is not filled within two working days after resuming from the availed leave then HR Department is authorized to deduct the leave from the balance annual leave in employee's account.
e. Reporting late to office or absence from office without information or pre approval may result in disciplinary action and being late on more than 3 occasions will result in half day deduction from annual leaves or Leave without pay if all annual leaves are exhausted by staff.
f. During Ramadan SUC observe timings as per guidelines of UAE government.
g. The decision to close SUC other than official holidays, alter basic workweek or standard work hours rests with the Dean or his nominee.
h. Unless an official information regarding a holiday is not communicated to an employee it is considered SUC is working

B. LEAVE POLICY
LEAVE ELIGIBLITY

The following is a broad outline of the leave system.

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Types of Leave

TYPES OF LEAVE	
a. Annual Leave	30 days within the Academic year
b. Sick Leave	45 days continuous or interrupted in 1 year
c. Maternity leave	45 days
d. Compassionate Leave	3 days
e. Birthday/Anniversary	Half day
f. Religious Leave	Half day

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

- **Earned Annual Leave**

  - Staff Member is entitled for 30 days annual leave on completion of a full Academic year. In case a Staff Member joins after the beginning of an academic year annual leave will be calculated on pro rata basis.
  - The HRD and Dean approves leave plan of employees subject to smooth functioning of SUC operations. And if necessary divide such leave into not more than two periods.
  - SUC policy encourages employees to take full annual leave in one calendar year and does not encourage carrying forward of annual leaves, except under special circumstances and approval. Academic year starts from 1st Sept and ends on 31st Aug of the following year. Sanctioned leave should be availed in total, if not, the balance is considered null and void.
  - Leave should be availed within one Academic year and cannot be carried forward to next academic year, neither claimed in advance from forthcoming year. If any additional leave is taken beyond eligibility it is treated as loss of pay and deductions are calculated as per UAE laws.
  - Staff Member can avail only accrued leaves per Academic year.
  - 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.
  - In case a Staff Member avails leave during the semesters it will be deducted from annual leave. If the leave taken on Thursday and also

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on subsequent Sunday the weekends will be included in the leave making it a total of four days. Same is applicable for yearend annual leave.

- In case the service is terminated, he/she shall be entitled to earned leave accrued till last day of working in case of having completed one academic year of services.
- Leave requests must be approved by the Head of Department, Dean and Head HR. Annual leave request may be altered against the request based on busy work schedules of SUC and shortage of available Staff.
- An employee proceeding on leave must provide complete duty allocation in written to the immediate subordinate. Employee proceeding on leave must hand over the duly signed handover sheet both by immediate subordinate and HOD to HR Department along with leave requisition.

- **Sick Leave**

A certificate issued by a UAE Medical Authority substantiating absence from duty due to sickness must be submitted to HRD. If the sickness should occur outside the UAE original Medical Certificates issued by a Medical Authority of the country should be attested by following authorities:

- Ministry of foreign affairs of that country
- UAE embassy located in that country
- Ministry of external affairs in UAE

Sick leave requisition without duly attested medical certificate will be deducted from an employee's accrued annual leave.

Staff 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 Staff member takes 5 or more days of sick leave in a semester the HR Department will take note of that and will counsel accordingly.

Medical Certificate will only be entertained provided that the same is issued by the accredited doctors of SUC otherwise if not, leave will be considered as annual leave. The approved list of doctors will be provided by HR Department.

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- **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 post-natal periods, provided that she has completed one year of continuous service with SUC. 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.

- **Compassionate Leave**

  Staff may be granted leave of absence with pay normally not exceeding three days, in case of death of an immediate family Member (defined as spouse or civil partner, partner, parent, sister, brother, son, daughter, mother-in-law, father-in-law).

- **Birthday / Anniversary Leave**

  An Employee on the day of his / her Birthday or Anniversary would be eligible for a half day's leave. This leave can be availed only on the day of the Employees 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 in the HR and should be submitted to HR before 15th Sept.

  All new Employees are required to apply for their Birthday or Anniversary Leave within the one week of their joining.

- **Religious Leave**

  Members of Staff are entitled for 2 half day leave in an Academic Year to celebrate their religious festivities provided their absence does not hinder the operations of SUC. Permission to avail such leave must be obtained in advance and authorized by Head of Departments and submitted to the Human Resource Department.

- **Unauthorized Leave**

  Staff Members availing unauthorized leave without information to HRD:

  - For 7 intermittent days in a month - service will be subject to Summary termination.
  - For 20 intermittent days in a year - service will be subject to Summary termination.

  Occasional leave for a day or so, due to exceptional, pressing circumstances, must have prior information/ approval to the Head of Department, Head HR in case of planned leave, failing which the absence shall be treated as unauthorized leave.

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Responsibility of the Staff

The Staff Members are responsible of the following:

i. To submit leave application before proceeding for the leave.
ii. To return from leave on the due date.
iii. Staff Members intending to avail of any leave should apply to the Head of Department at least 48 hours in advance. This will facilitate alternative arrangements being organized in good time.
iv. Staff resuming duty after any emergency or medical leave should report to Human Resources Department along with duly filled leave form and medical certificate within 2 days of joining otherwise leave will be deducted from annual leaves.

If there is any delay, it has to be notified to the Human Resource Department at least 48 hours prior to the due date. Unauthorized leave of more than 7 days may be considered as resignation.

Staff Members are not entitled to any other leave beyond what is specified above unless granted by the Dean or his nominee. It becomes the duty of the Staff Member to inform through email to HRD when he/she resumes duty.

- **PAID ANNUAL LEAVES**

All the Academic Support Staff can avail thirty days (30) of annual leave per calendar year. This can be availed at the time convenient to the employer. The Staff Member hereby acknowledges that the University may require the Staff Member to return to his place of employment prior to the end of his / her leave period when such return is deemed necessary for the proper performance of business of SUC by the Dean or his nominee.

- **NATIONAL / PUBLIC / OFFICIAL HOLIDAYS**

The country officially observes the following public holidays: Hinji, 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.

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Public Holidays 2016			Public Holidays 2017		
Date	**Day**	**Holiday**	**Date**	**Day**	**Holiday**
10-Sep	Sat	Arafat (Haj) Day *	1-Jan	Sun	New Year's Day
11-Sep	Sun	Eid Al Adha / Feast of Sacrifice *	24-Apr	Mon	The Prophet's Ascension
12-Sep	Mon	Eid Al Adha / Feast of Sacrifice *	25-Jun	Sun	Eid Al Fitr *
2-Oct	Sun	Islamic New Year *	26-Jun	Mon	Eid Al Fitr *
30-Nov	Wed	Martyr's Day	27-Jun	Tue	Eid Al Fitr *
2-Dec	Fri	National Day	31-Aug	Thu	Arafat (Haj) Day *
11-Dec	Sun	The Prophet Muhammad's Birthday *	1-Sep	Fri	Eid Al Adha / Feast of Sacrifice *
			2-Sep	Sat	Eid Al Adha / Feast of Sacrifice *
			21-Sep	Thu	Islamic New Year *
			30-Nov	Thu	Martyr's Day
			30-Nov	Thu	The Prophet Muhammad's Birthday *
			2-Dec	Sat	National Day

** Subject to changes.*

Staff Members are entitled to national/public holidays as per notifications issued by the SUC based on government notifications and as communicated by the Dean's office or HRD in accordance to the Academic Calendar.
Staff Members 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. Faculty Members resuming duty after outstation travel must intimate the Human Resource Department their date and timing of resumption of duty by an e-mail.

Staff Members 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.

Note: As per UAE law it is mandatory to deduct the government notified National/Religious holidays from the leave periods.

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C. ISSUANCE AND RETURN OF PASSPORT POLICY

SUC will retain Finance, HR, Maintenance, Security and under probation period Staff Member's passport for SUC safe custody. The passport will be released to the Staff Member for their use (travel, renewal, presentation for verification by government authorities, obtaining visas etc) as per the existing Rules and Regulations of SUC.

SUC will retain the Staff Member's passport for safe custody. The passport will be released to the Staff Member's for their use (travel, renewal, presentation for verification by government authorities, obtaining visas etc.) as per the existing Rules and Regulations of SUC.

1. Staff members under probation period will retain the passport in safe custody of the University till the time staff member is confirmed.
2. The Passport Withdrawal Application Form available in the Human Resources Department, duly completed by the Staff Member, should be submitted at least 48 hours in advance prior to the requirement of the passport. Exception to the time limit may only be allowed only in case of extreme urgency or exigencies.
3. The passport must be returned to SUC for safe keeping on or before the date specified in the Passport Withdrawal Application Form.
4. The Staff Member must notify the HR in writing if he/she is unable to return the passport on the date specified in the Passport Withdrawal Application Form on or before the due date of return.
5. Failure to return the Passport within 7 days of the due date of return will result in disciplinary action initiated against the Staff Member.

XIII. GOAL SETTING, EVALUATION, GRADING SCALE AND PROMOTION

Staff Goal setting exercise is done at the start of the academic year for HOD's and is reviewed by the EC committee members. Goal setting process is reviewed in Fall semester-quarter 1 and annual review is done in summer semester. HOD then finalizes foal setting for respective team members. Goal setting process is very crucial and is the base for evaluation process.

*Note: Refer to **Staff Evaluation System Manual** for further details.*

SUC has a firm commitment to evaluate performance of all levels of Staff Members through a formalized SES system. The primary purpose of SES is to assist each Staff Member to improve their performance and services to SUC stake holder. The procedures outlined in this document apply to all Academic Support Staff of SUC.

Staff performance evaluations are periodically conducted to support and provide guidance to Staff Members regarding professional development and obtain information for management to decide on renewing and extending contracts, promotions, terminations and award merit based increments/ appreciation.

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Evaluators of Staff and Department are Dean, HASS, HOA, HQA, HOD, students & self.

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

All these procedures are explained in detail in the Staff Evaluation System Manual.

The number of promotional opportunities at various levels is proposed to the COEC by SUC salary review Committee. On approval of COEC, HRD releases the vacancy to be filled up from internal or external sources. Preference is given to filling the vacancies through internal over external sources. Only when internal sourcing is not possible the vacancy is filled through external sources. Employees competing for internal promotions must normally have completed minimum of five years of service in a lower position than the position for which an application is tendered. A Staff Member may apply for promotion at the beginning of the spring semester of the second year or fall of third year. The candidate is required to submit an application detailing the outstanding contribution made to the operations of SUC. The contributions can be specified such as innovation, improvement in operational methods, or any other noticeable achievements recorded by Human Resources Department. Employees are encouraged to submit any material or information that they feel will be helpful for review for promotion at the time of application.

All applications are collated by the Human Resources Department and forwarded to the Staff Recruitment & Promotion Committee (EC) for review. The committee constitutes of Dean, EC, Head HR and concern HOD. The committee will review the candidature of all the applicants and forward the recommendations to Dean for consideration.

DOCUMENTATION FOR PROMOTION CONSIDERATION

An application for promotion consideration is prepared by the Staff Member and should include the following:

- Covering letter incorporating the Staff Member's request for promotion and list of attachments
- Staff promotion form to be filled by candidate giving basic information on biographic data, degrees, employment history, previous promotions, etc
- The applicant's current curriculum vitae
- List of contributions made in current position supported by official documents
- Recommendation from concerned Head of Department
- Any other relevant information

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To complete the application HRD adds the following:

- Report on the Staff evaluation of the employee
- Noticeable achievements recorded by Human Resources Department

PROCESS

The Human Resources Department will notify all eligible Staff Members about the date of interview with Staff Recruitment & Promotion Committee at least two months in advance. Promotion Board is set up on ad-hoc basis and will consist of Dean, Head HR, Head Quality Assurance, and HASS /Registrar.

OUTCOME & FEEDBACK

The promotion board will inform its decision to the candidates in writing within 15 days of the meeting. The unsuccessful candidates will be notified with the reasons for their failure. The decision of the Promotion board is binding and there is no appeal.

XIV. TRAINING AND DEVELOPMENT, FACULTY AWARD & APPRECIATION

SUC is committed in developing professional skills and expertise among the Staff Members so as to provide better services to the students. SUC conducts regular in-house Staff development programs aimed at improving employee work skills. HRD also organizes training programs by experts from external sources whenever necessary.

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 Dean and EC.

HOD TRAINING & DEVELOPMENT FUND		
DESCRIPTION	**DURATION**	**AMOUNT**
Training & Development Fund	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

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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.

JOB ENRICHMENT / ENLARGEMENT

Along with the responsibilities mentioned in job description Staff 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 Staff.

SUC adopts an appreciation policy to motivate the Staff Members to encourage then to contribute their best to execute the various academic support functions and to be responsible and dependable in achieving the desired vision. In this respect SUC recognizes and appreciates Staff through **Letter of Appreciation.**

CATEGORIES:

a. STAFF AWARDS

The awards to the Staff Members are given in three categories bases on annual SES:

Sr. No.	Award	AED
1	HOD of the Academic year	5000
2	Manager of the Academic Year	4000
2	Operational Staff of the Academic year	2000
3	Support Staff of the Academic year	1000
4	Supervisory Staff of the Academic Year	3000
5	Decadal Excellence Award for Continual Contribution	7500

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b. PROCESS FOR SELECTING STAFF FOR APPRECIATION/AWARDS:

- The Staff to be eligible for the awards must have achieved at least 70% in SES.
- All the Staff Members comply with the above mentioned criteria will be invited to face an interview/ presentation with SES committee
- The SES Committee will decide the Staff for the award after the interview.

XIV. SEPARATION

Separation includes retirement, resignation, non- renewal of contract, dismissal due to adequate cause related to academic non-performance, breach of contract, indiscipline, moral turpitude, discontinuance of an academic program, and financial exigency. These Guidelines apply to conditions whereby a Staff Member, whether on initial or reappointed contract, may be separated from employment with SUC prior to the expiration of a Staff Member's contract or resignation. Staff members resigning from services are not allowed to work with competitor for a year from the date of resignation.

1. Resignation:

- The contract may be terminated by the Employer without cause by giving to the other party at least one (1) month notice or pay in lieu of notice.
- The contract may be terminated by the Staff member by giving to the other party at least one month notice or pay in lieu of notice.

Policy Outline:

1. In case of resignation organization has right to decide on the last working day of employee considering the academic calendar and full and final settlement and benefits will be paid till the last working day.
2. All the pending benefits forfeit as soon as Staff Member resigns from services.
3. Initial Air Ticket Reimbursement needs to be refunded back to the company by employee in case the employee terminates the contract within one year of the first contract.
4.
5. Staff Member resigning from the services is not eligible for any pending tickets.

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

7. All the visa charges will be deducted if the Staff Member resigns within first year of initial visa with SUC.

8. Leave balance is paid on Basic i.e. Annual Leaves accrued till the last working date minus availed leaves.

9. Gratuity will be paid as per UAE Labor Law.

10. Any shortfall in the notice period will have to be borne by the employee and the acceptance on the last working date will be subject to approval by COEC.

2. Dismissal

Dismissal is the termination of employment before the term of appointment has expired. Dismissals for reasons of academic non-performance or breach of contract, indiscipline, & moral turpitude are initiated by DEAN.

3. Assurances

SUC policies and procedures on Staff dismissal ensure:

- The rights of the individuals are protected under these policies and procedures.
- Dismissal shall not violate the rights of the individual under applicable UAE laws.
- The threat of dismissal will not be used to restrain Staff Members in exercising their administrative freedom.
- The procedure of dismissal ensures timely written notification of the reasons and circumstances that led to dismissal.
- The principal of natural justice and due process will be adopted to give fair chance to the Staff Member to defend wherever applicable.

4. Justifications

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

a. Adequate Cause

Dismissal for adequate cause may include grounds related to dishonesty, demonstrated professional incompetence in teaching or research, grounds related to substantial neglect of professional or academic responsibilities and personal misconduct, breach of contract, indiscipline, & moral turpitude affecting directly or indirectly the community or SUC. The dismissal is done by giving 16 weeks of notice or in lieu of pay as per the clause "Notice and Termination" of the contract is justified except in case of adequate cause.

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b. Procedure for Dismissal for Adequate Cause

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

For suspected breach of contract involving dishonesty in teaching or research, neglect of duty, unfitness of the Staff Member in his/her professional capacity as a instructor or researcher, personal misconduct, the Staff Member can be suspended with immediate effect by the Dean. The Dean in consultation with the EC and HR Head will constitute an adhoc Disciplinary Committee to establish the facts of the case. The adhoc disciplinary committee shall offer the Staff Member the opportunity to respond to the charges. This Committee will file a report within seven days of start of the investigation. If the facts support the original charge, the Staff will be dismissed.

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

5. **Discontinuance of Academic Programs**

Termination of employment may also be based on the discontinuance of an Academic program reflecting judgments concerning the strategic planning of SUC.

6. **Procedure for Dismissal due to Discontinuance of an Academic Program**

Before recommending discontinuing an academic program the Dean shall deliberate with DEAN and EC and on the basis of their recommendations and educational considerations present the closure of the academic program to the Board of Governors.
The decision to discontinue an academic program can be made by the Board of Governors only Termination of Staff Member appointment or major changes in academic programs must conform to principles established in the strategic plan presented to Board of Governors by COEC. The discontinuance requires affirmative vote of the Board of Governors.

a. Financial Exigencies

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

b. Financial Exigency

Declaration

The declaration of an exigency requires that the dismissal of the Staff Member is likely, even if such dismissals are not imminent. When the Dean of SUC believes a bonafide financial exigency exists, he/she shall promptly advise the Board of Governors and seek advice of the Academic Committee. The Dean will provide advice and consultation to the Board

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of Governors. The decision to approve financial exigency can be made only by the Board of Governors.

c. Retrenchment

After the declaration of an exigency, major steps for dealing with financial crisis will proceed along the lines as described in the case of discontinuance of academic programs. Consultation between the Dean and the EC or COHD is mandatory.

A retrenchment plan must be developed by the DEAN and forwarded to COEC for approval. If acceptable, COEC will present it In front of the Board of Governors. Termination of Staff Member's appointments or major changes in Academic programs must confirm with principles established in the strategic plan. Academic considerations will be primary in making program and personnel decisions.

The Board of Governors may declare that a financial exigency no longer exists. However, this does not imply that the notice of dismissal issued to any individual during a period of declared exigency is automatically withdrawn or otherwise invalid. However reconsideration to reemploy some of the employees terminated due to financial exigency as per the discretion of Dean.

d. Payment of Salaries and Benefits in case of Separation from Employment

In case a Staff Member is separated from employment under Dismissal Justified by Adequate Cause, the Staff Member's salary shall be terminated effective upon the date of dismissal. As per labor law Staff Member resigning from the services is not eligible for any pending benefits not availed in the Academic Year. All the pending benefits forfeit as soon as Staff Member resigns from services. In case of SUC terminates a Staff Member will be eligible for repatriation ticket for Staff Member alone who is under SUC Visa.

If a Staff Member's service is separated because of discontinuance of an academic program or declaration of financial exigency, the Staff Member's salary shall be terminated according to the provisions specified in plans developed for discontinuance of an academic program or financial exigency. Payment of full and final settlement including gratuity (if eligible) will be paid only in the form of bearers cheques after cancellation or transfer of employment visa. If the Staff Member resigns before the completion of first year then the initial air passage amount reimbursed to the Staff Member at the time of arrival to UAE will be deducted from full & final settlement.

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General Guidelines:

1. Both the parties can exercise their right to discontinue the services with prior notice of minimum of thirty (30) days. However the employer can terminate the Staff Member without any notice in case of breach of contract.
2. Staff Members are eligible for repatriation only in case of termination only. In case of resignation employer is not liable for any repatriation.
3. In case of visa transfer employee's subsequent employer is responsible for his repatriation.

e. Staff Handover and Clearances

In case a Staff Member is separated from employment, the Staff members should prepare and forward his Handover Checklist confirmed by the HOD and Head HR and approval of Dean. Along with the Staff handover, the Staff Member needs to get clearances from the respective Department and fill the Exit Interview Form and forwarded to HR for the processing of his Full and Final Settlement.

Note: *Please refer to the "Clearance Form and Exit Interview Form" section.*

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X. HUMAN RESOURCE POLICIES – STUDENT TRAINEE

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i. CONTRACTS

a. Terms of Contract

Those appointed as Student Trainee are expected to observe the professional standards and procedures set forth in "Ethics, Work rules & Personal Conduct" section of Student Trainee Handbook. Included in these standards are the expectations from the position for which the Student Trainee is appointed. The Student Trainee is required to provide SUC with full and accurate information about their academic credentials, official transcripts, certificates of experience and other professional details.

b. Format of Contract

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

- ✓ Job title of appointment
- ✓ Salary structure
- ✓ Benefits
- ✓ Duration of Contract
- ✓ Working Hours
- ✓ Notice period
- ✓ Terms and conditions of employment

c. Duration of Contracts

Initial duration of contract for Student Trainee appointments are normally for four months. Based on the periodical administrative performance evaluation of each Student Trainee in the main areas of administration and services to SUC, and recommendations of Head of the Department and EC to the COEC the initial contracts may be renewed/ discontinued. Decisions regarding possible renewal of the initial contracts are sent to HRD at least a month before the end of the existing contract. In case of satisfactory performance the Student Trainee may be offered a renewed contract.

d. Notice Period

The Student Trainee contract can be terminated by the Student Trainee by giving the University fifteen days' notice period. The contract may be terminated by the SUC without cause by giving the Student Trainee Member at least fifteen days' notice.

ii. STUDENT TRAINEE PERSONAL FILE

SUC maintains a personal file of each Student Trainee which contains the progressive record of the individual and it is updated on a yearly basis for references. Student Trainee Members are required to update the CV's and

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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:

1. Employee Information Form
2. Pre recruitment correspondence
3. A copy of the individual's CV with copies of academic, professional and experience certificates. Records are updated on yearly basis.
4. Copy of employment contract
5. Copies of Certificates (if any)
6. Appreciation, Awards and Achievements (if any)
7. Warning letters or any other letter issued to the Student Trainee Member
8. Passport and Visa related documents
9. Miscellaneous documents

HR Department maintains current year & previous year's contract records in active files and old documents are shifted to HRD master database. Records of employees who left the organization are maintained in HRD master database for the period of 2 years from last day of working. HR ERP containing all the personal information in soft format along with soft copies of CV, Certificates, Passport copies etc., in printable format.

It is the responsibility of individual Student Trainee to notify HRD of any change in name, address, telephone number, family detail etc., so that the accurate information can be maintained and used in case of any emergency, if necessary, including outside normal working hours.

iii. OFFICE & SUPPLIES ALLOCATION

Student Trainee Members are allocated offices within their respective assigned Departments prior to their joining. A complete set of computers and office supplies, stationery etc. are provided for their convenience on settling down in their new assignment.

iv. NEW EMPLOYMENT ORIENTATION

SUC is committed in providing a conducive working environment for its employees to successfully execute their responsibilities and duties. To enable the Student Trainee to carry out their required role and responsibilities to a high and consistent standard an induction program is conducted for the new Student Trainee Members.

The main focus of the SUC's fresh employee orientation process is to serve the following purpose:

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i. Assist new Student Trainee to settle down as soon as possible
ii. Act as a starting point for building relationships and rapport the stakeholders
iii. Opportunity to set standards for the role and the Department
iv. To clearly understand statutory obligations and requirements
v. To ensure important information about SUC and the Department in which they will be working so that they have the best chance to be successful in their new role with the SUC.
vi. To acquaint with the functioning of SUC in a holistic manner.

v. STUDENT TRAINEE ROLE AND RESPONSIBLITIES

Duties of Student Trainee Members consist of responsibilities assigned by the Head of the Department. Normally, duties and responsibilities will be related to the administrative area and Department where the Student Trainee Member is assigned to work.

A. COMPENSATION & BENEFITS

SALARY COMPENSATION

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.

PURPOSE

The purpose of SUC salary and payroll administration system is to maintain

- Internal pay equity and consistency within and across various Departments in SUC
- Employee morale, motivation and performance required for executing the jobs effectively and efficiently.

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 on or before the 7th working days of the following month.

B. STUDENT TRAINEE BENEFITS

i. OFFICIAL TRANSPORTATION

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

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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:

- ✓ Reimbursement of any kind of transportation is not allowed unless it is pre-approved by HRD.
- ✓ 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.

C. HR POLICY

i. WORKING HOURS & LEAVE POLICY

a. STANDARD WORK HOURS

The SUC observes 48 hour work schedule for all Academic Support Services. HOD may allocate Student Trainee timings based on the below work timings of the University.

The work timings are:

Morning: 09:00 am to 01:30 pm

Evening: 05:00 pm to 10:00 pm

Note: Working days are five in a week and any two days will be off days as per the duty schedule of individual employee.

b. LEAVE ELIGIBLITY

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

c. NATIONAL / PUBLIC / OFFICIAL HOLIDAYS

Student Trainee are entitled to national/public holidays as per notifications issued by the SUC based on government notifications and as communicated by the Dean's office or HRD in accordance to the Academic Calendar.

Most holidays are based on the sighting of the moon, and are not fixed dates. Many of them are therefore only confirmed the day before they take place. Also, note that Eid Al Fitr and Eid al Adha move back by about 10 days per year.

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- New Year Day
- Eid Al Fitr
- Lailat Al Qadar
- Eid Al Adha
- Islamic New Year
- Ashoora
- Prophet's Birthday
- Lailat Ma'raj
- UAE National Day
- Isra Wal Meraj

Note: As per UAE law National/Religious holidays will not be included in the leave periods.

ii. DISCIPLINARY POLICY & PROCEDURES

The purpose of the disciplinary procedure is to streamline and ensure smooth operation within the framework of SUC policy & procedures. The SUC believes that the majority of Student Trainee Members 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 HR by forming an adhoc disciplinary committee consisting of Dean, Executive Council, 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.

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**			

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D. SEPARATION

The Student Trainee contract can be terminated by the Student Trainee by giving the University fifteen days' notice period.

The contract may be terminated by the SUC without cause by giving the Student Trainee Member at least fifteen days' notice.

GENERAL INFORMATION

A. NO SMOKING POLICY

The SUC follows a No Smoking policy at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium, multipurpose hall, toilets etc which is as per the SUC rules as well as by law. Sharjah Government has introduced a ban on smoking in public, Sharjah Municipality has started taking strict actions against individuals and organizations not following the law of No Smoking, with fines of between Dh1,000 (US$273.97) for the individual and Dh20,000 (US$5.479) for the owners for violating the ban. The municipality has set up hotlines dedicated to receive complaints from the public about violation of the ban from 1 June 08. A designated area is allocated for smokers within the premises of SUC. Students are required to use the space on the left hand side behind the SUC building (while facing from the front of the SUC building).

Management may pay a surprise visit anytime members of Student Trainee disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the Student Trainee member

B. ALCOHOLIC DRINKS AND NARCOTIC DRUGS

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

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C. STUDENT TRAINEE DRESS CODE

Smart Casual Attire

All employees are entitled to wear "Smart Casual Attire" on all weekdays and weekends. "Smart casual Attire" is a step up from "business casual," but not as formal as "boardroom attire." It's neat and professional — but still informal.

Male:

Male members of Faculty are expected to wear cotton pants / trousers / chinos / linen / Khaki pants, light colored shirts, shirts in linen / cotton (except bold checks), Work Sweaters, sport coats and jackets, relaxed but elegant shoes like loafer, oxford, derby or brogue. Preferably jackets should be worn when the weather permits. Male members of support staff must wear uniform provided by the SUC.

Female:

Female members are expected to wear dress pants/trousers or dresses/skirts which are on or below the knee, turtle necks, sport coats, Work Sweaters, Blouses or Cotton/Linen shirts / Tops, which cover the upper arm and are appropriate for workplace. Female members of support staff must wear uniform provided by the SUC.

Policy Outline:

- **i.** Faculty and Staff should maintain Formal Dress Code for any formal meetings, events, Conferences, etc. inside or outside organization.
- **ii.** It is advisable to maintain jackets in office.
- **iii.** A Formal Dress code should be maintained while representing SUC outside the organization in a formal event or meeting.
- **iv.** Departments having business meetings and interactions within and outside organization should be dressed in Formal Wear.

D. STUDENT TRAINEE PROPERTY

SUC does not accept liability of any loss of, or damage to, property which the employees bring onto the premises. It is expected from the employees not to bring personal items of value onto the premises and, in particular, not to leave any items overnight.

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E. PARKING

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

Any member of the Faculty, Staff, Student Trainees or student body who operates a motor vehicle on campus must register that vehicle with the **SUC** in order to receive a **Car Sticker**. Car Sticker will be allocated to all Faculty, Staff, Student Trainees or student for them to have the University access in the main gates. Registration entitles a person to drive on campus and to park in designated parking spaces in parking lots only. It does not guarantee the availability or location of a parking space. Parking space is available on first come first service basis. SUC is not liable for any parking space in case of unavailability of parking.

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

1. CONFLICT OF INTEREST POLICY

A. Introduction

Conflict of interest at SUC is defined as any breach of Policy and Procedures to gain any undue advantage monetarily or in kind from the stakeholders. It also includes written, verbal disparagements, statements perceived to be against SUC. Any behavioral acts in or outside the SUC premises that affects the interest of the employees not limiting to financial or reputational or supporting any such acts which will negatively impact or the acts that are punished under the law will amount to conflicting with the interest of SUC.

B. Acts of conflicts of interest

The acts of conflicts of interest are as follows but not limited to

xvi. Breach of policy and procedure for personal or familial gains of any nature
xvii. Breach of obligations in employment contract
xviii. Engaging in services that have gainful interest without disclosing to SUC
xix. Passing information to competitors that causes loss to SUC or hampers its growth and expansion
xx. Misusing of SUC resources, employees and facilities for the personal or familial gains
xxi. Misusing of funds for non authorized purposes or activities other than the purpose for which the funds are released
xxii. Disparagement of SUC in private or public platforms

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xxiii. Breaches of ethics in research, undertaking funded or non funded projects, publication of material that is in conflict with the interest of SUC and the culture of the Society in the region.
xxiv. Engaging in political, social or religious activities that are in contradiction to the law of the land
xxv. Receiving personal favors from the stakeholders of SUC against favors in return
xxvi. Any act that brings negative reputation to SUC
xxvii. Conviction and punishment by the law of the land
xxviii. Signing on any unauthorized documents of on behalf of SUC
xxix. Unauthorized disclosure of information in any media that affects the interest of SUC
xxx. Going to media to settle grievances or conflicts with SUC

C. Formation of the committee

All issues related to conflict of interest are dealt by Disciplinary Action committee. Disciplinary committee shall comprise of the Dean, EC members and a representative of faculty. None of the committee members should be party to a conflict at the time of disciplinary action proceedings. In case of such an eventuality the EC is authorized to suggest an alternate.

D. Functions of the committee

The function of the committee is to investigate the issue of conflict of interest under question by following the principles of natural justice and adhering to the due process as laid down in the SUC policy and recommend fair and equitable judgment. The function of the committee is also to review and pass judgments regarding voluntary disclosures of services, engagements and contractual agreements with the third party outside SUC for monetary or non monetary benefits made by the employee. The committee also has the right to look into such actions that affects the normal functioning of SUC due to non fulfillment of contractual agreements with SUC. Finally report the causes and findings of the issue to the Head HR for records and necessary action.
In case of approved projects the terms and conditions of leave, monetary benefits and other direct or indirect gains will be decided on case to case basis and the faculty and staff must adhere to that agreement

E. Process flow

ix. To receive factual statement of the breach of conflict of interest from the HR department
x. To seek written explanation from the concerned employee under question
xi. To initiate an enquiry and conduct a thorough investigation into the matter
xii. To collect evidences or facts in the process of enquiry and investigation
xiii. To pass a fair and equitable decision
xiv. Report the findings to HR for records

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xv. Head of HR recommends the appropriate action including discontinuance of the employment services and non renewal of contract as per the policies of SUC and communicates to Dean for necessary action

xvi. Dean implements the recommended action by the Head of HR

G. Responsibilities of the Employees

v. The Responsibility of each employee of SUC is

vi. To disclose to the management, all matters that come to notice of the employee and is in conflict with the interest of SUC

vii. To disclose to the management, Research grants, projects, contractual agreements and submit relevant documents for seeking permission

viii. To refrain from involving in any act, behavior, statement, publication, agreement, signing contract that conflicts with the interest of SUC

G. Tenure and authority

Responsible to disclose information	**Responsibility of forming Disciplinary Action committee**	**Tenure of the committee**	**Responsibility to present the case**	**Responsibility to conduct fair trail and take decision on the issue**	**Implementation of the decision**	**Review and amendment of the policy**
Employees	Dean	Till the issue is resolved or dissolution by Dean	Head HR	Chair of Disciplinary Action committee	Head-HR	EC

Y. HOST CULTURE

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

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Z. NO SMOKING POLICY

The SUC follows a No Smoking policy at all locations of its Campus indoors, i.e., offices, classrooms, lobbies, cafeteria, gymnasium,

multipurpose hall, toilets etc. which is as per the SUC rules as well as by law. A designated area is allocated for smokers within the premises of SUC. Faculty must not smoke in front gate of the University or the main entrance.

HRD personnel may pay a surprise visit anytime. Members of Faculty disregarding the No Smoking policy indoors will be served a verbal warning on the first instance. A cautionary note will be issued on the second instance. Thereafter disciplinary proceedings will be initiated against the Faculty member.

AA. ALCOHOLIC DRINKS AND NARCOTIC DRUGS

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

BB.DRESS CODE

Smart Casual Attire

All employees are entitled to wear “Smart Casual Attire” on all weekdays and weekends. "Smart casual Attire" is a step up from "business casual," but not as formal as "boardroom attire." It's neat and professional — but still informal.

Male:

Male members of Faculty are expected to wear cotton pants / trousers / chinos / linen / Khaki pants, light colored shirts, shirts in linen / cotton (except bold checks), Work Sweaters, sport coats and jackets, relaxed but elegant shoes like loafer, oxford, derby or brogue. Preferably jackets should be worn when the weather permits. Male members of support staff must wear uniform provided by the SUC.

Female:

Female members are expected to wear dress pants/trousers or dresses/skirts which are on or below the knee, turtle necks, sport coats, Work Sweaters, Blouses or Cotton/Linen shirts / Tops, which cover the upper arm and are appropriate for workplace. Female members of support staff must wear uniform provided by the SUC.

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Policy Outline:

- Faculty and Staff should maintain Formal Dress Code for any formal meetings, events, Conferences, etc. inside or outside organization.
- It is advisable to maintain jackets in office.
- A Formal Dress code should be maintained while representing SUC outside the organization in a formal event or meeting.
- Departments having business meetings and interactions within and outside organization should be dressed in Formal Wear.

CC. EMPLOYEE PROPERTY

SUC does not accept liability of any loss of, or damage to, property which the employees bring onto the premises. It is expected from the employees not to bring personal items of value onto the premises and, in particular, not to leave any items overnight.

DD. PARKING

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

Any member of the Faculty, Staff, Student Trainees or Student body who operates a motor vehicle on campus must register that vehicle with the SUC in order to receive a Car Sticker. Car Sticker will be allocated to all Faculty, Staff, Student Trainees or student for them to have the University access in the main gates. Registration entitles a person to drive on campus and to park in designated parking spaces in the parking area only. It does not guarantee the availability or location of a parking space. Parking space is available on first come first service basis. SUC is not liable for any parking space in case of unavailability of parking.

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

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